

Welcome

to the seventh

Sierra Nevada Conservancy Board Meeting

Thursday
July 20, 2006
9:00 a.m.

Tulare County
Board of Supervisors Chambers
2800 West Burrell Avenue
Visalia, CA

**July 19-20, 2006
Board Meeting Agenda
Visalia, California**

**July 19, 2006
Field Trip and Reception**

12:00 p.m. – 7:30 p.m.

12:00 p.m. – Members of the Board and staff will participate in a field trip reviewing various issues in Eastern Tulare County. The field trip will begin at the Presidian Hotel, 300 S Court, Visalia, California. (Members of the public are responsible for their own transportation; however limited space may be available on the bus that will be leaving the Hotel at 12:00 p.m. Those wishing to reserve a spot on the bus should call 530-823-4672 to determine if space is available.

**July 20, 2006
Board Meeting**

9:00 a.m.

I. Call to Order

II. Roll Call

III. Approval of February 23, 2006 Meeting Minutes

IV. Approval of June 1, 2006 Meeting Minutes

V. Chairman's Report

A. Video Presentation

VI. Executive Officer's Report

- A. Staffing and Administrative Update
- B. Budget Update
- C. Legislative Update
- D. Criteria for Letters of Support

VII. Deputy Attorney General's Report

- A. Board Member Communication

VIII. South Sub Region Counties Overview

Representatives of South Sub Region counties will provide the Board with a brief overview of key information regarding their counties, including significant issues in the area of the SNC's mission.

IX. Strategic Plan

Consideration and possible action on a SNC strategic plan. The Board will review the final draft plan and consider recommendations from the Strategic Planning sub committee and comments received from the public.

X. 2006-07 Action Plan

Review and possible adoption of proposed Action Plan for 2006-07 developed by SNC staff. The Board may provide direction to staff as it deems appropriate.

XI. Board Members' Comments

XII. Public Comments

XIII. Adjournment

Staff reports on individual agenda items are now available on the SNC website at www.sierranevada.ca.gov. For more information, contact Theresa Grace at (530) 823-4672 or tgrace@sierranevada.ca.gov. or 11521 Blocker Drive, #205, Auburn CA 95631.

Closed Session: Following or at any time during the meeting, the Conservancy may recess or adjourn to closed session to consider pending or potential litigation; property negotiations; or personnel-related matters. Authority: Government Code Section 11126(a), (c) (7), or (e).

NOTES:

In accordance with Title II of the Americans with Disabilities Act of 1990, reasonable accommodations are available. Requests for reasonable accommodations should be made at least five working days in advance of the meeting date. To request reasonable accommodations, including documents in alternative formats, please contact Theresa Grace at 530-823-4672.

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**Sierra Nevada Conservancy Public Meeting Minutes
Thursday, February 23, 2006**

Location: Resources Auditorium
1416 Ninth Street, First Floor
Sacramento, CA 95814

I. Call to order

Chairman Chrisman called meeting to order at 10:10 a.m., in the Resources Agency Auditorium (1416 Ninth Street, First Floor, Sacramento, CA 95814).

II. Chairman's Report

a. Chairman Chrisman indicated that the Governor has put forth an aggressive strategic growth plan that includes: \$9 billion for flood protection, control and water management; \$5 billion water investment fund, water conservation and infrastructure investments on an ongoing basis; \$21 to 22 billion for local projects. The Department of Water Resources website has information on the bond package. The Chairman indicated this is not a traditional bond package, in that it does not include specific funding for conservancies and other organizations, but rather take a more strategic approach. There is also \$215 million for various park needs. The process is very fluid, efforts are being made to reach agreement so that the measure can be placed on the June ballot.

III. Oaths of Office

Deputy Attorney General Christine Sproul administered the oaths of office to the three new Board members:

- a. Louis Boitano – South Central Sierra
- b. Allen Ishida – South Sierra
- c. Kim Yamaguchi – North Central Sierra

IV. Roll Call

Mike Tollefson, Dean Swickard, Kim Yamaguchi, Brian Dahle, Linda Arcularius, Mike Chrisman, Helen Baumann, Bob Kirkwood, Louis Boitano, B.J. Kirwan, Byron Sher, Allen Ishida, John Brissenden, and Bernie Weingardt
Members Absent: Carol Whiteside and Mike Genest.

V. Approval of December 2, 2005 Meeting Minutes

After discussion, it was determined that legal counsel John Gussman would make necessary changes to the December 2, 2005 minutes and the matter would be put on the agenda for the June 1, 2006 meeting.

VI. Executive Director's Report

a. Staffing and Administrative Update – Jim Branham noted that the SNC is being assisted by Resources Agency employees Vickie Key and Penny

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Harding as well as receiving support from the Tahoe Conservancy. Mr. Branham expressed appreciation to all. He also indicated that he has hired two annuitants – Ken Jones (former Chief Deputy Director at Parks) who is working on a variety of organizational issues and John Nott (former Parks Superintendent) who will work closely on strategic planning (public outreach and meeting organization).

- b. Mr. Branham indicated that the SNC was anticipating receipt of the Data Inventory Project that was being conducted by Sierra Connections, through the support of the Resources Legacy Fund. This project is identifying and compiling various state, federal and local plans that address issues relating to the SNC's mission throughout the region. The SNC is in the process of determining how best to make this information available through the website, with the ultimate goal of a "point and click" map.

Chairman Chrisman asked precisely what kind of data is included.

Mr. Branham responded that the database included a broad array of plans including county general plans, water district plans, forest management plans and various program plans for parks and recreation. It does not include local watershed plans or fire safe plans, but it is a starting point.

There was a discussion regarding the linking to other agencies' information, level of detail of information, gaps in information and ongoing challenges of managing and maintaining an accurate database.

Kerry Timmer of Sierra Connections (the consultants that put together the data base) indicated that the focus was on plan level information identified in the legislation creating the SNC. She indicated that a total of 670 documents are available in the database.

Chairman Chrisman asked how Ms. Timmer envisioned the database maintained and expanded.

Ms. Timmer replied that (1) a significant effort was necessary to keep existing data up to date; some percentage of the documents have already changed; (2) there is a opportunity for users in the public to provide the SNC with plans and other information that meets the criteria.

- c. Budget Update. Mr. Branham indicated that the Governor's budget proposed same level 3.6 million (as current fiscal year). The SNC is working with the Department of Finance to assure that any unexpended start-up funds in this fiscal year will be reappropriated. The SNC also had a requirement in the 2005-06 budget to provide a report to the legislature regarding funding needs. The SNC staff is meeting with the Legislative Analyst's Office to discuss progress to date.

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Boardmember Arcularius indicated it is important to stress the things that have been accomplished.

- d. Discussion on Conservancy Logo Project. Mr. Branham indicated he is having discussions with the California Association of Local Arts Councils regarding the implementation of the logo contest. The group has conducted similar activities previously and would provide a good fit for this project. He anticipates that a more complete will be presented at the June 1 meeting, with a plan to conduct the contest in the fall.

VII. Deputy Attorney General's Report.

Christine Sproul indicated that she had no specific items to report.

VIII. Adoption of Conflict of Interest Regulations.

Deputy Attorney General Christine Sproul reviewed the proposed regulations with the board. She indicated that language had been submitted to the Office of Administrative Law and available for public comment. No public comment was received.

A discussion occurred relating to the type of activity that needed to be reported, timeliness of reporting, location of filing and the timing of reporting by alternates.

Boardmember Kirkwood moved and Boardmember Dahle seconded a motion to approve proposed regulations. The motion passed unanimously.

IX. Update on Resources Agency's Sierra Cascade Grant Program

Stan Bajorin of the Resources Agency provided the board with an update on the Sierra Cascade Grant program that was included in Proposition 50 in 2002. After releasing draft guidelines, the agency held three public hearings in Nevada City, Susanville and Bishop. The guidelines include a provision that requires projects within the SNC boundaries to demonstrate how the project will further the goals of conservancy. In addition, the SNC will have a person on Mr. Bajorin pointed that out that while the grant funds are to be used for acquisition, the term is broadly defined to include things such as conservation easements, lease and the purchase of development and water rights. A total of \$15.8 million is available to local public agencies, water districts, and local agencies (state agencies are not eligible. Mr. Bajorin indicated that decisions on grant will be made by Secretary Chrisman in the late spring.

Boardmember Arcularius commended Resources staff for conducting the outreach meetings, indicating she attended the Bishop meeting.

X. Strategic Planning Process

Mr. Branham described process to date, which includes the following: approval at the December meeting of a planning process and identification of members

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Kirwan and Brissenden as a sub committee; a number of discussions with stakeholders and the sub committee; a review of various formats used by other agencies, concluding that the Department of Finance format is preferred; development of a set of guiding principals, which will assist the SNC and the public in understanding the organizations core principles and how we will conduct ourselves; review of extensive public comments received at last year's workshops and organizing them to fit in the strategic plan.

Mr. Branham also indicated that he is working to identify resources to carry out this ambitious plan in order to be ready for July.

Boardmember Kirwan stated that the team had hit the ground running, a lot had been accomplished. She indicated that the set of guiding principles for future conduct was important as it provides people with a framework and foundation as to who we are. Ms. Kirwan enumerated the various principles for the board.

Boardmember Kirkwood suggested that the principles should address "downward collaboration" with local community groups. He also indicated his belief that projects should not be funded where local entities adopt incompatible zoning and land use planning policies. Mr. Kirkwood also expressed the view that the SNC must deal on a watershed scale and be cognizant of impact of and on surrounding lands. He indicated he would provide specific language to staff.

A discussion occurred relative to establishing criterion for projects based on "regional significance," recognizing the clear preference from stakeholders for local priorities.

Public Comment

Izzy Martin, The Sierra Fund, congratulated the SNC for producing the principles and an approach to the strategic plan. She reminded board members that 90% of funding will come from outside of the conservancy area and that the urban areas are important to the success of the SNC. She also indicated that a great deal of scientific research exists and should be used to guide the SNC plan. She noted that the area does not favor regionalism, but taking advantage of region-wide thinking is essential.

Julie Leimbach, Sierra Nevada Alliance, expressed appreciation for the efforts of staff and the subcommittee and generally supports the guiding principles.

Kerry Timmer, Sierra Cascade Lands Trust Council, agrees with the comments of Ms. Martin and Leimbach. She indicated appreciation for development of the guidelines.

Boardmember Brissenden thanked everyone for their input and involvement. He wants to be certain that we have an open process, open to comments from the

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public. He also concurred with Ms. Martin's comments relative to the importance of the urban areas.

Boardmember Kirkwood indicated that visitors and part time residents are not referenced in the principles. He believes the SNC needs a way to involve them.

Boardmember Arcularius wants to be sure that the SNC recognizes the value of agriculture to the region, believes that the workshop summary should reflect this.

Boardmember Yamaguchi supports the idea of leveraging funds, but wants to be sure that local matching funds are not required of communities without resources.

Boardmember Brissenden suggested that development of a guide to potential funds could be developed.

Mr. Branham indicated next steps are critical and will involve receiving input from wide array of stakeholders. He indicated that he was close to agreement with two entities, CA State University Center for Collaborative Policy and the UC extension, which has staff in the region. A draft plan will be released in coming weeks and public workshops will be scheduled in each of the sub regions. The board will review the plan at the June 1 meeting with a final plan before the board in July.

Chairman Chrisman asked if board members were clear on the process.

Boardmember Kirkwood moved, Boardmember Kirwan seconded, authorizing Executive Office to enter into agreements necessary to develop a strategic plan. Motion passed unanimously.

XI. Conservancy Headquarters Office Search

Mr. Branham indicated this was an issue of great interest and importance to the conservancy and the region. He thanked Linda Arcularius and Brian Dahle for spending considerable time on the project including two full days reviewing potential sites. Mr. Branham reminded the board that at the December meeting they approved a set of criteria for evaluating office locations. Staff worked with the Department of General Services (DGS) in getting information out and available to targeted area. Mr. Branham also communicated directly with many local jurisdictions. Eight communities within the region submitted proposals by the deadline. DGS reviewed the proposals for minimum specifications and conducted some site visits prior to the sub committee visits. The sub committee visited six communities and viewed a number of sites. All of this information is included in the staff report.

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Mr. Branham thanked Eileen Pope of the SNC staff and Patrick Foster of DGS for their work. He also commended the communities and individuals who came forward with their offers for their efforts.

He indicated the decision was a difficult one. The recommendation of selecting Auburn is before the board.

Board Members Arcularius and Dahle expressed their support for the recommendation and indicated they were impressed with the level of interest among communities. It was emphasized that the recommendation was for an interim location and that by limiting the search for a permanent home to within roughly 30 minutes of Auburn; it would provide enough certainty for employees being hired.

Mr. Branham recommended that the SNC establish an interim office in Auburn, and continue exploring a permanent office within general geographic area (30 minutes driving distance of Auburn), as well as potential satellite offices.

Boardmember Baumann asked for clarification as to when search for a permanent facility would occur and whether a similar public process would be used.

Mr. Branham stated that there was no clear timeline, but that a public process would be utilized

Public Comments

Kevin Handley, City Councilman from Auburn, thanked the board for the opportunity and expressed his appreciation to sub committee and staff for road tour. He indicated Auburn looked forward to a partnership with the SNC.

Bob Perrault, City Manager of Colfax thanked the subcommittee and staff for considering Colfax. He indicated they believe they are the right community for the SNC and will continue to work to secure the permanent site in their community.

Boardmember Kirkwood moved and Boardmember Yamaguchi seconded, a motion to authorize the Executive Officer to secure an interim headquarters office in Auburn, continue to explore options for a permanent location within 30 minutes of Auburn and to look into possible locations for satellite offices. The motion passed unanimously.

XII. Review of 2006 Meeting Schedule and Format

Mr. Branham indicated a proposed meeting schedule for 2006 was in the board packet. After some discussion the following dates were identified for board meetings:

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Thursday, June 1 (Central sub-region)

Thursday, July 20 (South)

Wednesday, Oct 4 (East)

Thursday, Dec 7 (North Central)

XIII. Board Members' Comments

Boardmember Sher asked Chairman Chrisman if the bond proposals being discussed in the legislature had funds to support conservancies.

Chairman Chrisman indicated many conversations were being held, but at this point the administration proposal does not have specific funds for conservancies.

Boardmember Kirkwood asked if workshops would be held along with board meetings to gain a better understanding of issues facing the conservancy.

Mr. Branham indicated that he planned to schedule workshops in conjunction with board meetings held in the region, in addition to strategic planning workshops.

Boardmember Brissenden urged board members to review the Sierra Nevada Alliance's publication "Planning for the Future" and their Sierra Climate Change Tool Kit.

XIV. Public Comments

- a. Betty Jones, Sierra Business Council (SBC), expressed support of the headquarters decision and for strategic planning process. She stressed concerns for maintaining a regional perspective, and to include the Cascade portion of the region. She also urged forum locations to be central. She also indicated that SBC had developed a report using applied network mapping software to analyze last year's workshops.
- b. Claudia Elliott stated she published the Southern Sierra Messenger in Tulare County. She urged more coverage of the SNC's activities and indicated she will work with weeklies and dailies in area to find a way to maximize the limited resources and to cover this conservancy and its programs.
- c. Terry Davis, Motherlode Chapter of the Sierra Club, stated that the chapter includes 24 counties and 24,000 members. He stated the guiding principles were impressive and she appreciated the "bottoms up" nature of the approach. She indicated she believed the SNC was off to a great start and she supports the decision to locate in Auburn.

XV. Adjournment

Boardmember Kirkwood moved and Boardmember Baumann seconded a motion to adjourn. The motion passed unanimously at 12:52 p.m.

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**Sierra Nevada Conservancy Board Meeting Minutes
Thursday, June 1, 2006**

Location: Auburn City Council Chambers
1225 Lincoln Way
Auburn, CA 95603

I. Call to order

Chairman Chrisman called meeting to order at 9:15 a.m., in the Auburn City Council Chambers (1225 Lincoln Way, Auburn CA).

II. Chairman's Report

Chairman Chrisman introduced Beth Pendleton from U. S. Forest Service and Jim Eicher, Acting Field Manager from Bureau of Land Management. Certificates of Appreciation for former Boardmembers Stetson, Waterston and Swickard will be sent following the board meeting. He announced that during this particular meeting the board is going to forego the Sub Region County reports but will put such reports on the agenda for the next meeting.

III. Roll Call:

Members Present: Mike Chrisman, B.J. Kirwan, Bob Kirkwood, Brian Dahle, Byron Sher, Carol Whiteside, Linda Arcularius, Allen Ishida, Kim Yamaguchi, John Brissenden, Louis Boitano, Beth Pendleton, Helen Baumann, and Jim Eicher

Members Absent: Mike Genest and Mike Tollefson.

IV. Approval of December 2, 2005 Meeting Minutes

Boardmember Kirkwood moved and Boardmember Brissenden seconded a motion to approve the December 2, 2005 minutes, which passed on a voice vote with Boardmember Sher abstaining.

V. Approval of February 23, 2006 Meeting Minutes

Boardmember Kim Yamaguchi suggested changes to the minutes to accurately reflect his intent.

After discussion regarding the minutes and the level of detail to be included, the Board requested that future minutes be more streamlined and reflect actions, significant Boardmember and staff comments and public comments.

The February 23, 2006 minutes will be revised and presented for consideration at the July 20 meeting.

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Chairman Chrisman introduced Dave Breninger, Placer County Water Agency. Mr. Breninger gave an overview of the Agency and welcomed the Sierra Nevada Conservancy ("SNC") to Placer County. Mr. Breninger offered to assist SNC in any way he can.

VI. Executive Officer's Report

Jim Branham thanked everyone who helped and participated in the field trip on May 31st and the Conservancy's open house.

- a. Staffing and administrative update:
 - i. Theresa Grace has been hired as an Administrative Assistant;
 - ii. An advertisement has been released for the Program Manager position to be filled by the end of June;
 - iii. He is working to determine appropriate state job classifications to use and considering whether some new SNC classifications should be created;
 - iv. He indicated that Diana Metts and Laurie Keith have been hired as Retired Annuitants.
- b. Budget Update (reference to the table in the meeting materials):
 - i. The proposed budget includes 20.5 positions;
 - ii. Unexpended one time funds in the amount of \$276,000 will be re-appropriated;
 - iii. The Assembly and Senate Subcommittees have approved SNC's budget.
- c. Legislative Update:
 - i. AB 84 (Leslie) Vehicles: Specialized License Plates is in the Senate Transportation Committee. Discussions between Resources Agency, Department of Motor Vehicles, and Business Transportation and Housing Agency are seeking agreement on language.
- d. Conservancy Logo Project:
 - i. SNC has explored working with the State Arts Council but that does not appear to be an option.
 - ii. SNC will need to prepare and issue a Request for Proposal ("RFP"). This will take a little time, but the project is expected to move forward as the school year begins (fall 2006)

Mr. Branham noted the Conservancy has received requests for letters of support for projects that are consistent with the Conservancy's mission. After Board discussion, Chairman Chrisman suggested criteria be developed for use in determining when a letter of support by the Executive Officer might be appropriate.

Next Step: Mr. Branham indicated he will develop proposed criteria for handling such requests for the Board's consideration.

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VII. Deputy Attorney General's Report

Christine Sproul confirmed that written minutes serve as the official record of the SNC's actions.

An Executive Order issued in March 2006 by Governor Schwarzenegger, regarding the Public Records Act ("PRA"), required each state agency to have guidelines for responding to PRA requests for documents. The SNC has established and posted such guidelines to comply with the Executive Order. Currently legislation is pending [AB 2927 (Leno)] which, if passed, will impose additional requirements for agencies responding to PRA requests

Boardmember Kirkwood inquired as to when Statements of Economic Interest are due. Ms. Sproul indicated she thought the annual statements were due in April and she would work with staff to determine if anyone needed to file a report.

Next Step: Christine Sproul to follow up on the notification to Boardmembers of annual reporting requirements.

VIII. Pacific Forest and Watershed Lands Stewardship Council Overview

Jayne Battey, Executive Director of the Stewardship Council, noted the mission of the Stewardship Council is to protect and enhance the PG&E's watershed lands and uses, and to invest in efforts to improve the lives of young Californians through connections with the outdoors. The Stewardship Council was created as result of the settlement of PG&E's bankruptcy case and is funded by PG&E, with \$10 million a year for a 10 year funding cycle, with \$7 million each year dedicated to land management and conservation programs, and \$3 million to the youth programs annually. .

The Stewardship Council is charged with protection of habitat areas, cultural and historical resources, on over 50, 000 acres of woodland areas and high recreation-value areas and expects to develop conservation easements to protect these resources on PG&E lands. Also included in the mandate are farming practices, grazing, and open space areas. The council's territory consists of lands held by PG&E in portions of 22 counties, 1,100 parcels and over 141,000 acres. The Board consists of 18 members from various groups; private industry, forestry, conservancies, farming and regulatory agencies. Board decisions are made by consensus.

Boardmember Sher asked if the Sierra Nevada Conservancy could be responsible for holding some of the conservation easements to be created by the Stewardship Council. Chairman Chrisman indicated that would be a possibility, and asked staff to continue to communicate with the Stewardship Council to identify opportunities for cooperation.

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IX. SNC Data Inventory Project

Jim Branham gave an overview of the project, which started last year, and referred to a memo from Sierra Connections in the meeting materials, with a list of recommendations on the project. One of the overarching challenges is keeping the data up-to-date.

Kerri Timmer and Janet Cohen from Sierra Connections gave an interactive demonstration of the Data Inventory Project online, using information in the data base that has been placed into several different categories consistent with the SNC's mission.

Discussion of the project covered potential data gaps, the difference between information in this data base versus other search engines (this data base compiles information in one place) and ways in which maintenance could occur. It was suggested that once information is available on the website, the SNC work with various stakeholders to determine other information that is available and ways to keep information updated.

Mr. Branham indicated the next step would be to have this data base accessible on the SNC website. The SNC and the Resources Agency will monitor activity and tabulate the number of hits and the data searched.

X. Strategic Plan

Mr. Branham thanked the strategic plan team for all of the hard work put into this strategic plan process and the sub region workshops. Boardmember Kirwan gave the history of the process, starting with a decision on the template to be used, followed by a first draft that benefited from the 2005 workshops. A series of six public workshops were held in April and May of this year to solicit comment. The workshops were well attended and provided valuable feedback. Based on that input, the team prepared a number of modifications to the draft strategic plan.

Mr. Branham reviewed the strategic plan, a workbook used in the workshops, a memo from Boardmembers Brissenden and Kirwan, and a summary of proposed modifications to the draft strategic plan. Mr. Branham discussed the proposed changes in the following areas:

Vision statement: comments included being more specific regarding natural resources; legislation uses the term "living resources". Also addressed was the importance of capturing the importance of the Sierra Nevada to the rest of the state and the integration of the economic and environmental issues as a whole.

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Boardmember Arcularius requested the addition of the word productive, to show that the Sierra Nevada's are not only "...visited and treasured" but productive.

Mr. Branham asked Boardmembers to contact him within the next week, while revisions are being completed, if they had specific comments on wording, content or substance.

The Mission Statement: comments included the importance of collaboration, suggestions of a more succinct statement, a request for a more action-oriented statement and that it reflect the importance of the region to the entire state.

Boardmember Whiteside requested the word "social" be added, noting that the classic definition of sustainability includes social, economic, and environmental; and leaving out social leaves out the human. Boardmember Sher stated the way the original mission statement using the word "is" speaks to the future and should be left in. Boardmember Arcularius stated we are not achieving anything in the mission statement and that it needs to initiate action.

Recommendations were also made in the areas of clarifying partners in carrying out our mission, strengthening the role of coordination between agencies and acting as a "facilitator," improving communication and education efforts, and more clearly integrating economic and environmental aspects.

Organizational Goals: Mr. Branham described modifications recommended in this area. Boardmember Baumann asked the Board to keep in mind that local governments may be concerned with the "support" of regional land use planning. This is an opportunity to collaborate with the local governments on planning. Boardmember Arcularius recommended adding "local" to goal 3.3.

Boardmember Whiteside stated time is important when discussing a "balanced Program" and suggested including a clear statement it will take time to achieve this objective (Organizational Goal 5).

Boardmember Ishida raised the issue of the Conservancy taking a position of advocating for counties in addressing law enforcement costs relating to federal lands. Chairman Chrisman agreed that the SNC provides a forum to discuss issues such as this.

Program Goals: Mr. Branham explained that each program goal has specific actions identified necessary to achieve the stated goal. The precise legislative language written on the seven areas was used when writing the goals.

Boardmember Kirkwood recommended plainly stating this in the plan.

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Chairman Chrisman suggested the term “work with” be replaced with more action-oriented terms, with specific outcomes.

Boardmember Sher suggested that “funding” (under Organizational Goals) is not stated as a goal. This language needs to be clarified to state the clear intent, more along the lines of increasing funding. He also indicated that goal four seems to be missing the words “...develop in collaboration. . . “ and that sub-regional difference vs. regional differences needs clarification in Goal 4.2.

Boardmember Kirkwood, questioned whether there was a way to focus on “shoulder seasons, times when tourism is down. Mr. Branham indicated that this was a good idea, and noted also that many comments had been received indicating increased tourism and recreation must be consistent with resource protection objectives and community infrastructure.

Boardmember Whiteside stated that the numbering of goals may suggest priority and recommended a different means of identifying goals, such as by letter or bullet point.

To address working landscapes Mr. Branham indicated the need to communicate with the land owners and work with other partners such as land trusts and government entities. Boardmember Arcularius expressed concern that it is not the Conservancy’s role to “seek” out individuals, but rather to work with others and to stress that these programs are voluntary. Boardmember Kirkwood added that local land trusts have spent a great deal of time creating relationships; we would not want to impede their outreach. Mr. Branham added that we need to figure out where the opportunities exist and where the SNC could add value.

Boardmember Kirkwood suggested that language such as “Identify and support possible transfer of lands between private and public owners” be added under Program Goal 3. He also indicated that it is important to identify the role upper watersheds play in temporary natural storage of water and sediment reduction, and to articulate that the SNC encourages the management of lands for these purposes.

Next Step: A revised Strategic Plan, based on the Board’s suggested modifications, will be developed and released for public comment, with a final draft strategic plan to be presented to the Board at the July 20, 2006 meeting.

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XI. Board Members' Comments

Boardmember Ishida stated the location of the next meeting is Visalia, at the Board of Supervisors Chambers on July 20 and that a field trip will be held on the afternoon of July 19th.

Boardmember Whiteside would like to add two things to be considered for future board meeting agendas: First, the Governor's Partnership of the San Joaquin Valley involving land use and transportation; and, second, the encouraging communities to think broadly about land use and conservancy programs, including strategies to work proactively with the wildlife agencies.

Chairman Chrisman suggested that the field trip on July 19 include review of a proposed new community in the foothills. Tulare County has had a foothill growth management plan, to direct growth away from farmland; what are the tradeoffs, is this development in the best interest of the county? He indicated that this type of development illustrates some issues that will come to the Board up and down the Sierra.

Boardmember Ishida commented that an issue with development in the foothills is the availability of ground water.

Boardmember Whiteside, noted suggestions from wildlife agencies to build to the west of the Valley, apparently believing that this would have less of an impact on resources. However, there is no water there, which will increase growth pressure on the foothills.

Boardmember Yamaguchi asked how development to the west would satisfy the housing needs of communities on the east side of the valley, such as in Tehama and Butte Counties and stressed the importance of considering local needs.

Mr. Branham referenced a chart in the meeting materials identifying the ownership patterns in the region.

Mr. Branham gave an update on the Sierra Cascade Grant Program reported at the last meeting:

- 23 projects submitted
- \$43 million total requests
- \$89 million with matching funds
- 12 simple purchases
- 9 conservation easements
- 2 combinations
- Grants are to be awarded in September or October

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Boardmember Arcularius asked if there was a way to add lands under conservation easements to the ownership chart. Chairman Chrisman commented on the need for such information and noted that legislation had been introduced at one time to identify and track conservation easements.

XII. Public Comments

Izzy Martin, The Sierra Fund, expressed thanks for the reception the previous evening and commended the board for its work, particularly regarding the Strategic Plan. She noted that the Senate Transportation committee would soon be hearing AB 84 (Leslie), a bill to authorize the creation of a Sierra Nevada Conservancy license plate.

Julie Leimbach, Sierra Nevada Alliance, thanked the supervisor-Boardmembers for meeting. She indicated support for the proposed revisions to the strategic plan discussed during the meeting and agreement with the concept of beefing up the conservation piece, along with links to the economic principles.

XIII. Adjournment

Chairman Chrisman adjourned the meeting at 1:30 p.m.

To: SNC Board Members

From: Jim Branham, Executive Officer

Date: July 6, 2006

Re: Criteria for Letters of Support

As discussed in the Strategic Plan, a key role that the SNC may play is to provide support in attracting funding for activities in the region consistent with SNC mission. This may include letters of support for projects, proposals or activities (projects) initiated by entities within the region. Following is criteria that will be used by the Executive Officer (EO) in considering whether to write letters of support for projects:

- Whether the proposal is consistent with and supportive of the mission and goals of the SNC;
- Is there potential for SNC action in the future on the project (i.e., requests for funding from SNC, etc.) or possible conflict with other Conservancy or Conservancy-supported activities or projects;
- Is there potential for SNC support of the project to disadvantage other such projects within the region (is the project competing against others from the region?)
- Known support and opposition within the region.

In cases where a letter of support is sent, it would include the following:

- Where future action by the Conservancy Board is a reasonable possibility, a statement indicating that there has been no action or consideration of the project by the SNC Board of Directors
- Support of this project will not in any way prejudice future actions of the SNC nor create any implied support for future funding requests to the SNC.

The board will be provided with copies of any letters of support sent by the EO as part of the regular board packets (sub regional representatives will be copied on letters supporting projects with a particular sub regional focus). The EO will confer with the Chair of the Board in determining appropriateness of taking action.

At the June 1, 2006 board meeting the Sierra Nevada Conservancy Board provided staff with direction on proposed modifications to the draft strategic plan. The modifications were based on substantial public input occurring at six sub regional workshops, various other communications and a robust discussion at the board meeting.

Consistent with board direction a revised "Public Review Draft Strategic Plan" was released on June 19, 2006. A number of public comments have been received subsequent to the revised plan's release. The board is today considering a Final Draft Strategic Plan that incorporates many of the comments received.

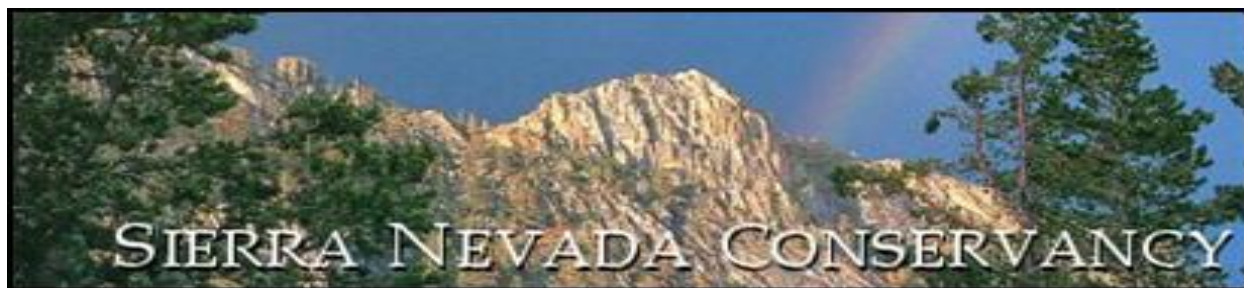
The strategic planning process was initiated in December 2005 and has included numerous meetings, discussions and communications. The development of the final draft plan is a result of the dedicated efforts of Boardmembers Brissenden and Kirwan, SNC staff, a team of agency personnel and consultants and a wide variety of interested parties. In particular, Lisa Beutler with the Center for Collaborative Policy at California State University, Sacramento, Sherry Bartolucci with Synergistica Consulting, Bill Stewart of the California Department of Forestry and Fire Protection, Eileen Pope, Vickie Key, John Knott and Bob Kingman of the SNC staff provided invaluable assistance.

The plan was greatly strengthened by the attendance of workshops, comments and participation of numerous individuals and organizations. The process truly reflected the SNC's commitment to being an open, collaborative organization.

The strategic plan will serve as the basis for the development of SNC programs and program guidelines. Progress in implementing the plan will be measured on an ongoing basis, with an annual board review.

Recommendation:

Approve the Final Draft Strategic Plan as a Final Plan and authorize SNC staff to undertake the actions necessary to begin implementation of the plan, with regular updates at each board meeting.



**Sierra Nevada Conservancy
Final Draft
Strategic Plan
July 2006**

**STATE OF CALIFORNIA
RESOURCES AGENCY
SIERRA NEVADA CONSERVANCY**
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EXECUTIVE SUMMARY

The Sierra Nevada Conservancy (SNC or Conservancy) is a state agency within the Resources Agency created by bi-partisan legislation, co-authored by Assembly members John Laird and Tim Leslie, and signed into law by Governor Arnold Schwarzenegger in September 2004. It was created with the understanding that the environmental, economic and social well-being of the Sierra Nevada and its communities are closely linked and that the region would benefit from an organization providing a strategic direction. The SNC is charged with a broad mission to be accomplished through a variety of activities in collaboration and cooperation with various partners.



The 2006 SNC Strategic Plan will guide operations over the next five years. The plan describes the vision, mission and guiding principles of the Sierra Nevada Conservancy and provides a foundation for program development and activities to achieve the Conservancy's vision and mission. The plan meets the requirements of the statute creating the SNC (Public Resources Code Section 33345).

This Strategic Plan contains important information that defines the SNC and how it operates. Key information includes:

- An agency **Vision** describing the hopes and dreams of the SNC for its jurisdictional area;
- A **Mission Statement** that reflects the charge given to the SNC by the State Legislature and the Governor;
- A set of guiding **Principles** that guide the operations and interactions of the organization;
- An **assessment of the External and Internal conditions** under which the SNC will carry out its programs;
- A series of **Organizational Strategies and Goals** that describe the steps necessary to create a successful organization;
- A set of **Programmatic Goals and Actions** that create a sound foundation for the implementation of various programs the SNC is empowered to carry out; and
- A **Glossary** that defines key terms used by the SNC in this document.

This is part one of a two-phase plan. Specific timeframes for program goals, performance measures and actions and project concepts will be developed in the next phase of planning. The program areas are defined by law, as are specific duties and limitations.

This plan was created through an open and transparent process that included six public workshops (one in each subregion). Following the workshops, the Board reviewed the plan at its June 1, 2006, meeting and authorized this revised plan for additional public review. This final draft reflects public comments and Board direction. Final approval is anticipated at the July 20, 2006, board meeting.

The SNC will modify the plan as needed to adapt to new information, changed circumstances and unanticipated events. Any plan modifications will continue to be made through an open, public process. The plan will be reviewed annually to determine progress, with a comprehensive review occurring at least every five years.

A copy of this plan and other information about the strategic planning process and the Sierra Nevada Conservancy may be found at www.sierranevada.ca.gov.

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ABOUT THE SIERRA NEVADA CONSERVANCY

Thoughts about the Conservancy

The 25 million acres of the conservancy reach from Kern County to the Oregon border.

The Conservancy will not only support environmental preservation but assist the regional economy, preserve working landscapes and provide increased opportunities for tourism. It will serve as an example of economy and environment in harmony.

The 25 million acres within the new conservancy are a gift to the people of California, a gift that we have now guaranteed will keep on giving. Our children and grandchildren, visitors from far and wide, will see and enjoy the same Sierra Nevada that we value so much today.

*Governor
Arnold
Schwarzenegger
September 27, 2004*

Vision

The Sierra Nevada Conservancy's vision for the future is:

The magnificent Sierra Nevada Region enjoys outstanding environmental, economic and social health with vibrant communities and landscapes sustained for future generations.

Features:

- Rich and diverse natural, physical and living resources are protected and conserved.
- Healthy, diverse and economically sustainable local communities thrive, prepared for and protected from natural disasters.
- Californians value and invest in healthy watersheds that provide high quality water, spectacular scenery and important wildlife habitat.
- Sustainable working landscapes provide environmental, economic and social benefits to the region.
- The region's cultural, archeological and historical resources are preserved, visited and treasured.
- Healthy and sustainable tourism, recreation and commercial activities are valued and encouraged.



Mission Statement

The Sierra Nevada Conservancy initiates, encourages, and supports efforts that improve the environmental, economic and social well-being of the Sierra Nevada Region, its communities and the citizens of California.

Description

The SNC is a State agency within the Resources Agency. The Conservancy's service area covers approximately 25 million acres, nearly 25% of California's land area, making it the largest conservancy in the state. The SNC jurisdiction includes the mountains and foothills of the Sierra Nevada range, and certain neighboring areas including the Mono Basin, Owens Valley, the Modoc Plateau and a part of the southern Cascade region including the Pit River watershed.

For purposes of this plan, the terms "Sierra Nevada Region" and "region" includes all of these areas.

The service area covers all or portions of 22 counties, from Modoc County in the north to Kern County in the south. It is one of the most significant natural and biologically diverse regions (with related socio-economic benefits) in the world.

Governance

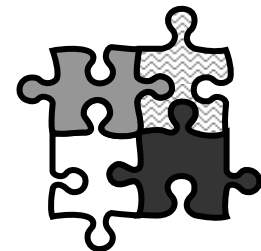
The Conservancy is governed by a 16-member board, including 13 voting members and 3 nonvoting liaison advisers, all appointed under Public Resources Code section 33321. Members include:

- State Secretary for Resources (or his/her designee)
- State Director of Finance (or his/her designee)
- Three members of the public appointed by the Governor
- Two members of the public, one each appointed by the Speaker of the Assembly and the Senate Rules Committee
- Six county supervisors whose districts are within the region, each representing one of the six Sierra Nevada subregions
- Three non-voting Federal liaison advisers, one each from the National Park Service, the U.S. Forest Service, and the U.S. Bureau of Land Management

Things the Sierra Nevada Conservancy Can Do:

- Award grants and loans;
- Develop projects and programs designed to further its purpose;
- Facilitate collaborative planning efforts;
- Enter into agreements and contracts with willing participants;
- Encourage and initiate coordination, collaboration and cooperation among interested parties; and
- Provide technical information, expertise, program and project development and other non-financial assistance.

(For more detailed on Conservancy authority see Appendix B)



Program Description

The law creating the SNC outlines its mission. All the SNC activities are based on the principles of balance, cooperation and equity. The SNC will:

- Support efforts that advance environmental preservation, and the economic and social well-being of Sierra residents in a complementary manner;
- Work in collaboration and cooperation with local governments and interested parties in carrying out the SNC's mission; and
- Make every effort to ensure that, over time, Conservancy funding and other efforts are spread equitably across each of the various subregions and among the program areas, with adequate allowance for the variability of costs associated with individual regions and types of projects.
- Inform and educate all Californians as to the substantial benefits they enjoy from the Region and the importance of the environmental and economic well-being of the Region.

Program Areas

The statute creating the SNC provides for seven specific program objectives (using the precise language from the statute and not in priority order):

- Provide increased opportunities for tourism and recreation;
- Protect, conserve, and restore the region's physical, cultural, archaeological, historical, and living resources;
- Aid in the preservation of working landscapes;
- Reduce the risk of natural disasters, such as wildfires;
- Protect and improve water and air quality;
- Assist the regional economy through the operation of the Conservancy's program;
- Undertake efforts to enhance public use and enjoyment of lands owned by the public.

This Strategic Plan guides programs, activities and projects necessary to achieve these goals.

Project Concepts Identified by the Public

Public Workshops

During a series of workshops in 2005, members of the public suggested a number of possible activities appropriate for the SNC.

The list (see box this page), in alphabetical order, offers a small sample of the types of projects and activities the Conservancy could consider to improve and enhance the region (See Appendix C for a full list of activities meeting attendees suggested could be considered for the SNC's projects).

In April 2006, a first draft Strategic Plan was released to the public. Significant public input was received at six public workshops and additional written comments and suggestions were received by the SNC. The Board discussed public comments and gave staff additional direction at its June 1st meeting. The June 2006 Public Comment draft reflects feedback from all sources. Appendix D includes a summary of the public meetings. Key comments included:

- Make the vision statement more descriptive of the grandeur and uniqueness of the Sierra. Be more specific about natural resources, watersheds and wildlife habitat. Capture the importance of the Sierra to the rest of the state. Stress the need for integration of environmental, economic and social goals.
- Shorten the mission statement to express the essence of the SNC mission. Make it more action-oriented and capture its importance to the entire state.
- Make it clear that the SNC is an organization committed to collaborating and cooperating with all partners in order to carry out its mission.
- Make it clear the SNC will play an active role in coordinating and facilitating the

Small Sample of 2005 Public Generated Project Concepts

- Communications: high-speed internet; teleconferencing; environmental education
- Funding: easements; critical acquisitions of high resource value lands; public lands maintenance and improvements
- Infrastructure: public transportation; water and wastewater systems
- Resources: hunting and fishing opportunities; interpretative scenic byways; bike trails; water and air quality; forest health and sustainable forestry; fuels reduction/fire safe activities
- Socioeconomic: health care quality and access; arts in the region; housing affordability/availability; community and visitor centers; agricultural, historical, cultural and ecological tourism
- Technical Assistance: local government land use planning; preservation of community character, cultural resources, historical buildings and settings; grant writing; promotion of tourism
- Other: the public also suggested SNC could provide a neutral forum for policy discussions; and increase overall effectiveness of the region by supporting research and monitoring of initiatives

activities in the Sierra of various state and federal agencies, recognizing and respecting the agencies' responsibilities to carry out their missions and in convening various parties to address key issues.

- Strengthen the plan's approach to communication and education as it relates to the importance of the Sierra Nevada to the rest of the state.
- More clearly identify the importance of recognizing the link between the environmental, economic, and social well-being and the SNC's commitment to achieving all three in a complementary fashion.
- Refine Organizational Goals to:
 - Emphasize working with all partners;
 - Stress the use of existing information and infrastructure to address community needs;
 - Support local, regional, and subregional planning efforts; ensuring the SNC does not supersede local efforts;
 - Increase the understanding of the Sierra Nevada's importance statewide; and
 - Recognize funding may be uneven, limited and targeted, but over time, equitable.
- Regarding Program Goals: be clear the list is not in priority order. Revise and augment the list of actions to reflect ideas noted in meeting summaries (Appendix D).
- Make clear the value of the region for all Californians and augment discussion regarding what the Sierra offers for all to enjoy.

Decision Making and Monitoring

The Conservancy will use best available information and science in decision making and will frequently assess the effectiveness of its programs. The SNC will build upon existing information and identify where key gaps or weaknesses may exist. Information useful in decision making will be collected and made available for use by others.

The SNC will provide for research and monitoring activities in support of its mission. Monitoring will allow the Conservancy to refine or modify programs and promote adaptive management based on the results.

Agency Funding Sources

The SNC's base budget¹ currently consists of funding from the California Environmental License Plate Fund. Additional funding for the implementation of the Conservancy's programs is expected to come from future bond funding and/or other special funding sources. The SNC may also receive funds and interests in real or personal property by gifts, bequests or grants.

¹ The state authorized budget for basic operational needs.

AGENCY GUIDING PRINCIPLES

The SNC has a number of principles that serve to guide the organization's operation into the future:

How We Operate

- The SNC conducts operations openly. Decision making will be transparent, and we always strive to improve communications throughout the region.
- The SNC strives to maintain neutrality so all interested parties are provided an equal opportunity to participate in and benefit from the SNC's activities.

Our Key Objectives

- The SNC seeks to "add value" and build upon existing community and regional efforts.
- The SNC brings a regional focus to the issues of the Sierra Nevada, collecting and sharing information across the region and communicating the benefits and contributions of the region.
- The SNC encourages community-based solutions and will assist communities with technical expertise, information and resources necessary to achieve local solutions.
- The SNC uses best available information and science in making decisions, identifying opportunities to fill information and technical gaps and building on and expanding community information.
- The SNC informs and educate the public throughout the Region and the state about the important contributions the Sierra Nevada provides to all Californians, including providing clean water for many uses outside the Sierra, access to world-class recreation and tourism and the production of a variety of important commodities.
- The SNC strives to identify and implement activities that result in integrated environmental, economic and social benefits rather than "either or" outcomes.

Implementing Our Programs

- The SNC develops program priorities considering the input received through community outreach efforts and seek to meet community needs, recognizing local and regional differences, through program and organizational flexibility.
- The SNC gives priority to multi-benefit projects and integrated activities (those that address more than one of the SNC's program objectives).
- The SNC encourages projects and activities that leverage other organizations' (government, private and non-profit) competencies and funding.
- The SNC evaluates projects considering what is occurring on surrounding lands, cognizant of potential impacts to those landscapes.
- The SNC purchases and/or creates incentives for the purchase where practical, of resources for goods and services within the Sierra Nevada Region. We diligently seek opportunities to improve the economic well-being of communities in the region.

Working With Others

- The SNC emphasizes cooperation with local governments and other governmental, tribal and non-governmental partners in providing information, technical assistance and financial support to assist in meeting mutual goals.
- The SNC coordinates and collaborates with all partners to achieve research, project funding and program goals.
- The SNC convenes and facilitates interested parties to seek solutions for difficult problems to achieve environmental, economic and social benefits.
- The SNC respects the mission, responsibilities and obligations of other agencies and organizations.

AGENCY ASSESSMENT

As a new organization, the SNC needs to create strategies and actions that recognize the many factors supporting or creating barriers to effectiveness. The assessment below, based on a review of existing information from numerous sources and public input, summarizes key factors.

External Assessment

One of the most significant natural and biologically diverse regions in the world, the Sierra Nevada Region constitutes about 25% of California's land area. It serves as home to over 600,000 Californians, and provides recreational opportunities for millions. The region also:

1. Provides more than 60% of California's most valuable commodity - water, the vast majority of which is used for residential, agricultural and environmental uses outside of the region;
2. Supports 212 communities dependent upon natural resources for jobs, recreation, and community character;
3. Sustains a growing tourism industry involving more than 50 million recreation visit days a year;
4. Supports half of all plants found in California;
5. Provides habitats for 66% of the bird and mammal species and about 50% of the reptile and amphibian species in California;
6. Is home to more than 400 species of terrestrial vertebrates and in excess of 320 species of aquatic invertebrates (the region contains more endemic aquatic invertebrates than any other ecological region in the world); and
7. Produces from 33% to 50% of the State's annual timber supply.
8. Provides solace and vacation opportunities for all.

Key Sierra Nevada Facts

- The Sierra Nevada is the third fastest growing region in California. Some estimates predict the population will triple by 2040. The area is experiencing rapid retiree and commuter resident growth, and large intermittent recreational populations that increase resource pressures.
- For some time, the Sierra Nevada's economy has been diversifying from primarily a resource-based economy to one increasingly dependent on tourism and related services; specialized goods and services tied to the state economy; and health, financial, and other services needed by the growing population.
- Many parts of the region face significant threats from natural disaster, in particular the risk of catastrophic fire.
- There is increasing conflict over various land use decisions in certain portions of the region and over regional resource conservation strategies.
- In some Sierra communities there is a lack of affordable housing, declining personal income, low literacy rates, and outdated communications infrastructure.
- In some subregions there are a growing number of children in poverty.

Environmental, Economic, and Social Challenges

In recent years, a great deal of attention has been paid to the significant environmental, economic and social challenges facing the region. In fact, the creation of the SNC was largely a product of this recognition.

The scale, scope and complexity of resources, funding and institutional needs exceed the current capacity of the existing public programs and private nonprofit sector. The current situation presents many challenges to Sierra communities in addressing natural resource and community needs and has resulted, or could result, in the following:

| Institutional Challenges | Resource Challenges |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> 1. Relative lack of public funding committed to the Sierra Nevada Region (excluding Lake Tahoe); the area received only about 1% of all State bond funds designated for conservation purposes from 1996-2001; 2. Lack of institutional and funding capacity to deal with the region's issues. Many local and State agencies have difficulty meeting basic needs because of budgetary shortfalls. Many local governments and organizations in the region need technical assistance and funding to develop and implement projects; 3. Lack of cohesive and comprehensive State policy on investment objectives for acquisition, restoration, economic development, recreation and tourism, and resource management activities within the region; and 4. Lack of knowledge about the importance of the Sierra Nevada Region by a majority of Californians living outside of the area. | <ol style="list-style-type: none"> 1. Rapid population growth in some areas break up the ecosystem and working landscapes and increase the risk of wildfire along the wildland-urban interface; 2. Job losses in industries such as timber, agricultural and ranching, along with the reduction in mining activity, place additional economic burdens on many communities that are distant from the metropolitan economies on either side of the region; 3. Impaired water quality in many of the Sierra Nevada's rivers; 4. Adverse effects on land and water species and their habitat, many of which are already facing declining health and numbers; 5. Lack of affordable housing in many communities, particularly workforce housing; 6. Reduced access to quality health care; 7. Loss of historical and cultural character of communities; and 8. Lack of needed community infrastructure and public services such as roads, quality health care transportation systems, wastewater treatment, and storm water management. 9. Adverse impacts of climate change on natural resources, watersheds and local economies in the Sierra. |

Positive Signs

Even with these significant challenges, progress is being made within the region. The past decade has seen a substantial increase in collaborative planning efforts by government agencies and the non- governmental community. There are a substantial number of public and private groups, (representing business, the environment, tourism, healthcare, cultural efforts such as music, arts and crafts, ranching, and agriculture), governments, and other sectors, working collaboratively to come up with sustainable solutions. There are a number of local government efforts taking this approach to address complex resource and infrastructure issues.

Many groups have focused on watershed management, community planning, reducing the risk of catastrophic fire, preserving working landscapes and protection of critical habitat. In addition, many traditional land management practices have been modified to reduce the impact on the environment.

A 2002 survey recorded the following groups within the Sierra Nevada Region:

- **More than 22 operating land trusts and support organizations**
- **18 active resource conservation districts**
- **More than 20 Coordinated Resource Management Planning groups**
- **Approximately 75 community Fire Safe Council**

These efforts provide the SNC opportunities to partner, facilitate and collaborate, as well as leverage funds and resources to achieve common goals.

Internal Assessment

The SNC serves a broad range of purposes. In order to develop effective programs and set priorities, it must actively engage the public, government agencies, non-governmental partners and other interested parties with a particular focus on subregional outreach. This approach allows input on the strategic program planning, program guidelines and development, and provides important information as to changes occurring in the region.

In order to be successful, the SNC must determine where it can add value, building upon and enhancing community efforts and respecting responsibilities of other government agencies.

Large Area

The Conservancy's service area includes approximately 25 million acres and all or part of 22 counties. This area creates significant transportation, communication and operational challenges. An effective organizational response requires strategic deployment of the SNC's resources and effective

communication with the public and all partners.

Complex Institutional Setting

The SNC operates in a complex institutional setting. The Board includes representatives of the Executive Branch (Resources Agency, Department of Finance and 3 gubernatorial appointees), the Legislature (Speaker of the Assembly and Senate Rules Committee appointees), representatives from 22 counties, and 3 federal agencies (the National Park Service, the U.S. Forest Service, and the U.S. Bureau of Land Management). There are over 200 communities (more than 20 incorporated cities), 30-40 special districts and dozens of local non-governmental organizations within the region.

Program Diversity

Rather than patching together separate agency programs, the SNC will use a comprehensive and integrated approach to address regional and subregional needs. This approach will necessarily result in program diversity and complexity. As noted earlier, the SNC is charged with seven distinct program areas that must be integrated in order to achieve the mission of the organization. There are a wide variety of tools available to address each area, recognizing the diversity that exists throughout the region. The SNC's program complexity is magnified by rapid regional

change, driven, in part, by population growth within and immediately adjacent to the region. Some estimates predict the population is expected to triple in the next 30-40 years. As the economic structure of the region diversifies from one primarily dependent on commodity-based industries to one driven by new services, the SNC's charge will require new approaches. For example, the potential conversion of working landscapes to residential and commercial uses would lead to increased demand for stewardship on remaining lands in order to receive the environmental, economic and social benefits provided by these lands. The Conservancy needs to be responsive and take advantage of opportunities resulting from various planning efforts.

An Emphasis on Consultation and Collaboration

The SNC is committed to working collaboratively and cooperatively with all levels of government, and a wide variety of partners, including non-governmental organizations and private landowners, in developing and implementing its programs. It will cooperate and consult with the City or County wherever a real property interest is being acquired, and with public water systems where a project may affect the system.

Additionally, is it necessary to closely monitor a host of Federal, State and local planning processes, as well as to coordinate activities with other State agencies.

Complexity of Program Development and Implementation

The SNC is to be managed by clear and understandable guidelines that create a “level playing field,” (fair and even access to the SNC processes) for all interests. The guidelines will identify program objectives and the procedures and processes to be utilized in carrying out the programs. This Strategic Plan is the first step in developing these guidelines. They are to reflect analysis of program (resource)

requirements at the regional and subregional levels; institutional capacities; funding needs for each program; and an assessment of Federal, State and local plans for each program objective.

In order to create guidelines, the Conservancy will need personnel with sufficient expertise and adequate resources to:

- Develop and analyze regional, subregional and community information;
- Engage in required consultative and subregional liaison processes to determine needs and priorities;
- Review existing and potential funding programs affecting the region;
- Review and analyze project proposals;
- Provide technical assistance to local governments and non-governmental organizations; and

- Convene and facilitate willing parties with diverse interests and perspectives.

The Conservancy will also need highly developed communication and data systems to achieve program objectives, improve community capacity and provide for maximum public participation in Conservancy meetings and workshops.

Critical to a successful program will be an education and communications plan to support increased understanding of the region and subregions by all parties. By educating California citizens about the many benefits of the Sierra Nevada Region, the resource challenges and opportunities that exist and the need for their involvement, the public can assist in supporting efforts to improve the environmental, economic and social well-being of the region.

AGENCY FIVE YEAR ORGANIZATIONAL STRATEGIC GOALS

During the next five years the SNC will build an effective infrastructure to implement its charter, develop strategies, and set priorities for decision making on projects and site-specific activities. In order to carry out its mission, the SNC will focus on five key organizational areas:

- **Create an Effective Organization**
- **Use and Share Best available Information**
- **Increase Knowledge and Capacity**
- **Ensure a Balanced Portfolio**
- **Identify Funding Needs**

I. Create an Effective Organization

In its initial years the SNC must define key purposes, functions and project goals and create an organizational structure to support them. Immediate activities include hiring staff; adopting rules, regulations and guidelines for the SNC's operations; designing organizational

management structures; completing required reports and plans; and establishing the organization's facilities.

The SNC organizational structure will emphasize flexibility and recognize the Sierra Nevada's differences and similarities. It will address challenges of serving an area as large and diverse as the Sierra Nevada Region by focusing on its core mission and

through partnership with other governmental agencies and a wide variety of partners and interested parties.

The SNC will not supersede local efforts. Instead its efforts will emphasize community interaction and build on and enhance the existing infrastructure.

Strategic Goal 1

- Goal 1.1: Establish the SNC interim headquarters in Auburn. (April 2006)
- Determine location of a permanent headquarters location that will meet the SNC's needs and add economic value to the community. (July 2007)
- Goal 1.2: Establish satellite office locations based on available staff and resources and operational needs. (July 2007)
- Goal 1.3: Ensure an open and transparent decision making process by adopting understandable rules, guidelines, and procedures for the SNC's business. (Ongoing)
- Goal 1.4: Conduct a robust public outreach and feedback program within the region and in the state's metropolitan areas important to the success of the program. (Ongoing)

II. Use and Share Best Available Information

The SNC will base decisions on best available information by engaging in data collection, analysis and sharing.

Numerous governmental agencies, non-governmental entities, educational institutions, and individuals maintain information to make daily decisions affecting the region. However, for a variety of reasons, the information is not always easily available to others. The SNC will collaborate with local decision makers

to determine information needs and define ways to make best available information readily available.

A number of entities have developed a significant amount of high quality regional research and information. The SNC will identify and incorporate as much existing data as possible into its information collection and dissemination efforts.

In addition to acquiring best available and necessary information, the SNC proposes to engage community leaders and others in defining information priorities, data

gaps and dissemination methods.

The SNC will make information widely available for use by others using multiple strategies and tools with an emphasis on internet and other emerging technology.

Beyond acquiring information and making it available, the SNC will focus on means to improve the overall capacity of communication systems in the region. For example, some areas in the Sierra Nevada Region do not have access to high-speed internet or even basic internet service at reasonable rates.

Strategic Goal 2

- Goal 2.1: Conduct an informational needs assessment of governmental agencies, non-governmental organizations, private landowners, educational institutions, and other interested parties, to determine existing relevant information relating to the SNC's mission, significant information gaps and potential sources of new information. In doing so, the SNC will build upon and enhance existing information infrastructure. (January 2007)
- Goal 2.2: Assess preferred dissemination methods, technological needs and data limitations of the SNC's partners. Develop overall data acquisition and, dissemination requirements and a strategy to address the SNC statutory and organizational needs, with an emphasis on improving communities' ability to access and use information. (July 2007)
- Goal 2.3: Identify and make available access to key federal, state and local plans and other documents affecting the regions to be considered in the development of the program guidelines and priorities (PRC 33345 (June 2006/Ongoing)

III. Increase Knowledge and Capacity

The Sierra communities have a rich history of self-sufficiency and resourcefulness. Currently, many local activities, consistent with the SNC's mission, are underway. The SNC will build upon these efforts and assist communities with building and creating capacity by providing information,

technical assistance, financial, and other resources.

The SNC recognizes goals and activities must be flexible enough to address the wide variety of regional issues and concerns and to adapt to new information or situations. Neither "one

size fits all," nor will static programs be effective.

Education efforts, demonstration projects, and research and monitoring activities designed to increase knowledge will be encouraged and supported.

Strategic Goal 3

- Goal 3.1: Conduct a regional assessment to determine existing and potential regional and community education, shared learning and research projects that the SNC can support and enhance. (January 2007)
- Goal 3.2: Based on the Goal 3.1 assessment and the information technology assessment, work with communities to develop a technological, communication, and technical assistance needs plan. (July 2007)
- Goal 3.3: Support integrated regional, subregional and local planning efforts, consistent with the SNC's mission. (On-going)
- Goal 3.4: Develop an education and communications plan to support increased understanding of the importance of the Sierra Nevada within the region and throughout the state. (October 2007)

IV. Implement a Balanced Program

The SNC will place a priority on projects and activities that provide multiple benefits consistent with program goals. The integration of environmental, economic and social aspects will be encouraged and supported.

The SNC will make every effort to, over time; allocate resources and

activities equitably across the subregions and program areas. Even so, in the initial years of operations, the diversity, complexity and uniqueness of the region and the subregions might create challenges in achieving this objective. Funding limitations and restrictions may also present challenges in achieving this objective. Compounding that challenge

will be a desire to invest in projects that also provide statewide benefits.

The SNC will identify efforts and activities with region-wide application and benefit. This may include communication efforts, enhancement of information technology infrastructure and information collection and dissemination.

Strategic Goal 4

Goal 4.1: Develop, in collaboration with other organizations, environmental, economic and social well-being indices to monitor the progress in the various program and geographic areas. The indices will identify the key indicators to be monitored and measured and clearly identify performance standards. (July 2007)

Goal 4.2: Develop a program activity tracking system to ensure equitable distribution, over time, of resources across the region, subregions and programs. Recognize the need to act based on opportunity, available funding and regional differences. (January 2007)

V. Identify Funding Needs

Adequate funds will be essential to fully implement this Strategic Plan. The SNC recognizes that funding may be limited, inconsistent and targeted to certain program areas, depending on funding sources and appropriation by the Legislature. The SNC will fund essential activities and implement

this plan consistent with available funding and statutory requirements.

The California Environmental License Plate Fund is the base source of the SNC budget. The SNC will engage in a number of important activities using base funding including the hiring of staff, gathering and

disseminating important information and provide technical assistance. Additional funding (primarily for grants and loans) is expected to come from future bonds and other special funding sources. The SNC may also receive resources from gifts, bequests or donations.

Strategic Goal 5

- Goal 5.1: Develop and communicate funding needs of the region to the public, the SNC partners, and decision makers at all levels. (Ongoing, initial needs assessment by January 2007)
- Goal 5.2: Leverage and improve funding options and opportunities by identifying and communicating potential funding sources to those engaged in project activities consistent with the SNC's mission. (Ongoing, with an initial inventory of funding sources by October 2007)
- Goal 5.3: Identify and secure additional opportunities for stable funding sources for the SNC. (Ongoing)

AGENCY FIVE YEAR PROGRAMMATIC GOALS

Sierra Nevada Conservancy Program Goals

(These goals are listed as they appear in the statute and do not necessarily reflect a priority order.)

- ➡ Provide increased opportunities for tourism and recreation
- ➡ Protect, conserve, and restore the region's physical, cultural, archaeological, historical, and living resources
- ➡ Aid in the preservation of working landscapes
- ➡ Reduce the risk of natural disasters, such as wildfires
- ➡ Protect and improve water and air quality
- ➡ Assist the regional economy through the operation of the Conservancy's program
- ➡ Undertake efforts to enhance public use and enjoyment of lands owned by the public

Statute creating the SNC charged the organization with seven program goals (see box on this page). This Strategic Plan identifies a set of actions which will serve as the foundation for development of specific strategies, approaches and projects designed to achieve these goals. The SNC will ensure that strategies and actions are integrated across program areas.

Following approval of this plan by the Board, the SNC will develop program-specific strategies for carrying out these actions with measurable outcomes and specific timelines. This blueprint for action will be developed in an open process, utilizing information gained from public input and other information gathering, development and analysis. These strategies and actions will recognize and address subregional differences and priorities.

Following are the program goals as identified in statute, with key actions identified.

Program Goal 1: Tourism and Recreation

Provide Increased Opportunities for Tourism and Recreation

The Conservancy's mandate to provide increasing opportunities for tourism and recreation is a clear recognition of the major economic contribution of these activities to the region and its communities.

Tourism and recreational opportunity are essential to the Sierra Nevada's changing economy and major contributors to economic growth. In 1999, expenditures by overnight campers for private and public campgrounds were over \$560 million, more than a sixth of such expenditures statewide.² These sectors continue to grow and provide more jobs and wages than many other sectors combined.

Between 1992 and 1998 the jobs generated by travel spending alone grew from about 6,500 to over 9,000.³

The growth is driven by the creation of new businesses and the expansion of existing ones, based on providing valued-added services on both public and private lands.

Recreational opportunities in the Sierra Nevada offer nearly every type of outdoor activity for visitors and residents (both full and part-time) from camping to snowshoeing, hunting to bird watching, and rock climbing to motorized sports. In fact, some estimates indicate there are as many as 50 million visitor days on public lands a year.

At the same time it is important to note that some forms of recreation can create impacts on natural resources, especially if not conducted consistent with prescribed rules and restrictions.

Likewise, increased tourism could create stress upon existing infrastructure in many Sierra communities.

Many communities have developed or are exploring "non traditional" opportunities, such as eco-tourism, agri-tourism and heritage related tourism. Also the opportunity for additional recreational activities in the non-peak or "shoulder" seasons present viable options in many areas.

The SNC will work with communities on identifying opportunities that increase tourism and recreation consistent with sustainable practices and in recognition of community infrastructure needs. The SNC will encourage and support efforts that educate visitors on how to be good stewards of local resources.

² Fire and Resource Assessment Program (FRAP), Department of Forestry and Fire Protection, Assessment, Socio-Economic Assessment, Wildland Outdoor Recreation Assessment. p. 31

³ FRAP, Assessment, Socio-Economic Assessment, Wildland Outdoor Recreation Assessment, p. 29
July 7, 2006

Program Action 1

- Action 1.1: Identify top priority tourism and recreational opportunities, including those in non-traditional activities such as eco-tourism, agri-tourism and heritage related tourism. Promote opportunities consistent with the integration of environmental, economic and social benefits.
- Action 1.2: Develop and make available a comprehensive guide to recreational and tourism opportunities in the Sierra, in cooperation with other organizations within the region.
- Action 1.3: Identify funding sources relative to tourism and recreation that may be utilized to complement the SNC activities in order to achieve objectives.
- Action 1.4: Develop and make available a list of resources, consultants, organizations, etc. with skills, expertise and knowledge to assist communities with projects consistent with this goal.
- Action 1.5: Identify and promote opportunities to enhance recreational and tourism activities in the non-peak and “shoulder” seasons.
- Action 1.6: Provide opportunities on public lands through increased management capabilities and new trails and access.
- Action 1.7: Promote opportunities on private land by supporting resource and amenity conservation and restoration projects associated with private creation of recreational use.

Program Goal 2: Physical, Cultural, Archaeological, Historical, and Living Resources

Protect, Conserve, and Restore the Region's Physical, Cultural, Archaeological, Historical, and Living Resources

The Sierra Nevada is a special place with many areas of interest. The extraordinary landscape draws residents and visitors. Few places on the planet have such beauty, ecological diversity, archaeological, cultural and historical assets.

Humans have lived in the Sierra for about 10,000 years, and have been a factor in the regional ecology for 3,000 to 5,000 years. Early people used fire to improve the land for food, hunting and gathering and to generate plants to make baskets and serve other needs. Today, the Sierra Region continues to be home to numerous tribes.

Later, the Sierra hosted California's famous gold rush, which marked a turning point in the Sierra's cultural, economic and natural history. During that period, a large number of people came to the Sierra. While pursuing their fortunes, many of today's communities were built.

At the same time, the practices employed by the miners severely degraded the Sierra's waterways and landscape, the effects of which are still problems.

Increasing pressures including growth, economic decline, the risk of catastrophic fire, climate change and decreasing water and air quality put these important features at risk.

By 2040, almost 20 percent of the Sierra's current private forests and rangelands could be affected by projected development.⁴ Such conversion would put at risk, among other things, the Sierra Nevada's wildlife and ecosystem health and its rich cultural and historic treasures.

In addition, 68 percent of Sierra area forests and rangelands are ecologically at risk from wildfire.⁵

Catastrophic fire would have profound environmental, economic and social impacts.

Climatic changes also present significant potential impacts to the Sierra's physical and living resources. Currently, even conservative projections of warming temperatures suggest a significant decrease in the Sierra snowpack and changes in precipitation patterns, which must be factored into planning efforts.

In order to protect, conserve and restore the region's living resources, it will be essential to promote ecosystem and watershed health. This will require an integrated approach recognizing the importance of terrestrial and aquatic habitats and the activities and conditions that may threaten their health.

⁴ FRAP Assessment Summary, p. 89

⁵ FRAP Assessment Chapter 3, Health - Wildfire Risks to Assets, p. 12

Program Action 2

- Action 2.1: Identify priority projects, partners and mechanisms, that protect, conserve and restore physical and natural resources, watersheds, wildlife habitat and other living resources.
- Action 2.2: Identify priority projects, partners and mechanisms that protect, conserve and restore cultural, archaeological and historical resources.
- Action 2.3: Identify critical information needs at the regional and community level to assist in assessing resource protection needs.
- Action 2.4: Identify specific funding sources that may complement the SNC activities in order to achieve program objectives.
- Action 2.5: Develop a strategy to work in partnership with other governmental agencies, non-governmental organizations, and other interested parties to identify information, assistance and resources needed to support community projects that protect, conserve and restore these important assets.
- Action 2.6: Develop a strategy to partner with local governments to identify information, technical assistance and resources that would be of value in local land use decision making.
- Action 2.7: Facilitate and foster good planning and education efforts to protect and enhance ecosystem and watershed health, sustainable working landscapes and economically viable communities.

Program Goal 3: Working Landscapes

Aid in the Preservation of Working Landscapes

Working landscapes are lands managed to produce goods and commodities from the natural environment (most commonly actively managed watersheds, and farms, ranches and forests). These lands often provide important contributions to habitat, biodiversity, water quality, air quality and open space that benefit everyone. Based on landowner skills, resources, and voluntary conservation and restoration actions, the benefits can be substantial.

Although management responsibilities and costs rest with the landowner, in many communities these lands are an important part of the local economy, culture and

social fabric. Working landscapes represent a scenic and historic asset for the region, covering approximately 36 percent of California's forests and rangelands.⁶

Many of these working landscapes are at risk because landowners have difficulty keeping their businesses economically viable. In many places, development pressure is strong and the potential economic gain for converting the lands to other uses is substantial. The resulting conversion of use is often detrimental to natural resource values that remain.

In some instances the management of public

lands in the area affect private landowners. Many are dependent on availability of government lands to create a scale of operation to make their own endeavors profitable. For example, in the Eastern Sierra 95 percent of land ownership is held by federal and other governments, 2.5 percent in ranches, and 2.5 percent in other private ownership.⁷ In this area many private enterprises rely on these public lands for ranching, recreation use, etc. In addition, government policies designed to respond to other resource issues can have unintended consequences and destabilize private working landscapes dependent on a mix of resources.

Program Action 3

- Action 3.1: Collaborate with governmental and non-governmental partners in identifying willing landowners interested in preserving their working landscapes through conservation easements and similar mechanisms.
- Action 3.2: Identify incentive-based programs (including those complementing and enhancing regulatory efforts) to assist in preserving working landscapes consistent with achieving sustainable environmental protection, natural resource conservation and watershed management objectives.

⁶ FRAP Assessment Summary, p. 75

⁷ FRAP Report to the California Biodiversity Council, September 18, 1997

- Action 3.3: Identify opportunities for more cohesive public and private land management, including “checkerboard” ownership patterns, by identifying and facilitating potential voluntary land exchanges.
- Action 3.4: Identify incentives to private and public landowners to manage the upper watershed to increase natural water storage and groundwater recharge.
- Action 3.5: Facilitate local, regional and state planning to encourage upper watershed conservation efforts that result in increased natural water storage, groundwater recharge and habitat improvement.
- Action 3.6: Provide regional perspective and coordination expertise to help local planning efforts consistent with working landscape goals; assist communities in minimizing adverse impacts of public land management on private working landscapes.

Program Goal 4: Natural Disaster Risks

Reduce the Risk of Natural Disasters, such as Wildfires

The Sierra Nevada geography, geology, climate and vegetation make it particularly susceptible to natural disasters, particularly wildfires, floods, landslides, avalanches, and volcanic events. Effective fire suppression efforts in recent decades have increased fuel build-up in many areas. At the same time active public land forest management (timber harvesting and fuels management) has also been reduced.

As this occurred, substantial residential and commercial growth occurred in historic wildlands. Increased length of the wildland-urban interfaces increase natural disaster risks. The existence of thousands of presently undeveloped parcels of land extending randomly into wildlands has the potential of exacerbating that latent risk.

For example, 79 percent of housing units in the Sierra wildland-urban interface are at significant risk from wildfire (Very High or Extreme fire threat).⁸ Collaboration among local jurisdictions and local landowners may help affect future land use decisions that could exacerbate the problem.

In addition, significant management challenges have increased fire risk on many publicly held lands. The proximity of these lands to developed areas creates additional threats.

In recent years, there has been an increase in efforts to reduce the risk of catastrophic fire on public and private lands. Substantial federal funding has been allocated to many of the Sierra Nevada's National Forests. Local Fire Safe Councils have been formed in many communities and there is a

growing awareness of the fire problem among local decision makers.

Similar investments are made for landslides and floods but often after a fire event. Due to changing land use patterns, official floodplain and other geographic hazard mapping are not always up to date and new construction occurs in those areas.

Some areas in the region face the risk of avalanche during the winter period. In addition, volcanic hazards are of particular concern to some parts of the region.

Sierra communities must also determine the potential effects of climate change and develop strategies to deal with those changes.

Program Action 4

Action 4.1: Collaborate with state and federal land managers to identify projects and activities that will reduce risks of, and prepare for, natural disasters on public lands.

⁸ FRAP Assessment Summary, p. 102)

- Action 4.2: Assist communities in the development and implementation of firesafe community plans, flood prevention and other natural disaster prevention and response community-based plans. Collaborate with local governments and community-based organizations to create incentives for hazard mitigation and disaster planning.
- Action 4.3: Collaborate with federal, state and local fire agencies to identify opportunities for the SNC to assist in risk reduction efforts on private lands.
- Action 4.4: In cooperation with local governments, identify strategies to reduce the wildland-urban interface fire risk created by building structures that are within or encroach upon adjacent wildlands.⁹
- Action 4.5: Provide assistance to the Region in the development and implementation of alternative, multi-benefit natural disaster risk reduction programs such as bio-fuel creation.

⁹ Where houses and other human development meet or intermingle with wildland vegetation and wildfire poses a significant risk to human lives and structures.

Program Goal 5: Water and Air Quality

Protect and improve water and air quality.

Water

The Sierra Nevada mountain range has numerous major rivers, hundreds of lakes, and thousands of miles of streams that form 24 watersheds. These watersheds are the lifeblood of California as they contribute over 60% of California's water needs, (primarily to areas outside of the Sierra Nevada) and substantial hydro electric power.

Many watersheds retain negative impacts from historic land uses, ongoing land use changes, and episodic, intense wildfires that have degraded water and air quality and aquatic habitat conditions. Historic mining activities also have significant water quality impacts from both sediment and heavy metals. In addition some forms of recreation can create impacts on water resources, especially if not conducted consistent with prescribed rules, regulations and restrictions.

Today, new construction, mining, timber and range management, residential and commercial land use, and road construction are all activities that are regulated to address impacts on water quality. Planning and

regulation takes place at the state, regional and local levels. In addition, communities are facing issues such as wastewater treatment and storm water runoff that can affect water quality. At the same time, many Sierra dams are in the process (or will be in the near future) of being relicensed by the Federal Energy Regulatory Commission. The outcomes of these efforts will have important consequences in many communities.

The SNC will work closely with these regulatory agencies and the communities to determine efforts that will contribute to improving water quality.

Air

While California faces some of the nation's most difficult air quality challenges, some Sierra communities enjoy some of state's cleanest air.

However, in the more urbanized areas of the Sierra Nevada, as in other parts of California, motor vehicles are significant contributors of air pollution. Some areas, most particularly in the foothill region, receive substantial additional negative impacts from urban pollution carried by wind.

Air quality issues in the Sierra are further complicated by the role of fire. Catastrophic fires

can create substantial amounts of pollution and can be particularly intense during active burning. At the same, land managers use fire as a tool to reduce the risk of wildfire through prescribed burns. Reconciling land management activities and air quality standards continues to be a challenge.

Climate Change

Issues involving climate change are especially relevant to the Sierra Nevada's water and air quality. Governor's Executive Order (S-3-05) notes increased temperatures threaten to greatly reduce the Sierra snowpack, one of the State's primary sources of water; and increased temperatures also threaten to further exacerbate California's air quality problems and adversely affect human health. New technology such as carbon sequestration holds great promise for the region and carbon emission offsets created by good Sierra land management and other practices could enhance overall statewide goals.

Even under lower emissions scenarios, the Sierra snowpack is projected to face significant decline in the coming years. A

regional approach on how to adapt to climate change is necessary to protect our natural resources and local economies.

Program Action 5

- Action 5.1: Identify and support incentive-based programs that complement and enhance regulatory efforts to achieve environmental protection and sustainability goals..
- Action 5.2: Identify and support priority projects aimed at assessing, protecting, and improving watershed health, particularly those that provide multiple benefits.
- Action 5.3: Develop and make available a list of funding sources, resources, consultants, and organizations with skills, expertise and knowledge to assist communities with projects consistent with this goal.
- Action 5.4: Provide incentives for watershed restoration projects resulting in upper watershed health, water quality improvement and water source conservation efforts.
- Action 5.5: Engage in cooperative efforts with agencies and other partners aimed at educating about, planning for and monitoring the effects of climate change on the Sierra Nevada Region. As an example, investigate technology and program options for carbon sequestration.

Program Goal 6: Regional Economy

Assist the regional economy through the operation of the Conservancy's program.

The Sierra Nevada economy is rooted in its natural environment by tourism, recreation, sustainable resource management, the production of agricultural products and extraction of valuable minerals and building materials.

Many Sierra Nevada communities face ongoing economic challenges. At the same time, the changing local economies described earlier in this document present opportunities for greater diversification. Many communities are in need of assistance in developing efforts to attract diverse, sustainable economic activity. California as a whole will benefit from the

economic vitality of the Sierra is improved.

In carrying out its programs, the SNC will support developing the needed information technology and other communications infrastructure that will help attract economic activity, particularly activity that reinvests in the region.

Population and economic growth constitutes a dilemma for various parts of the region. Some seek and benefit from expansion while others prefer less development. SNC will need to take these differences into consideration in project planning.

The SNC will carry out its operations with an emphasis on providing economic benefits for Sierra communities. This includes being a consumer in the local economy, by purchasing goods and services locally, conducting meetings and events in the region and assisting local businesses in gaining more state business opportunities. SNC will also invest in program areas in ways that enhance the economy of the Sierra.

The Conservancy will also play a role in fostering collaboration and cooperation among producers of regional goods and services to improve markets.

Program Action 6

- Action 6.1: To the maximum extent feasible, focus the SNC's expenditures and conduct activities within the region, utilizing community businesses.
- Action 6.2: When investing in the SNC's information technology system and other infrastructure, factor in approaches to increase value to the region.
- Action 6.3: Identify resources and assistance that will benefit communities in efforts to improve their economic well-being.
- Action 6.4: Assist in growing and diversifying local economies that are compatible with the area's natural resources, through innovative investments and economic development that are regionally distinctive.

Program Goal 7: Public Lands

Undertake efforts to enhance public use and enjoyment of lands owned by the public.

Well over half of the Sierra Nevada Region is owned by the public, with the federal government being the single largest land manager. These lands provide substantial recreational opportunities for Sierra residents and visitors and simultaneously provide for the protection of significant natural resources. The use of

public lands for recreation and tourism provides substantial economic benefits for many communities. Just as significantly, those spending time on them, receive hours of enjoyment and fond memories.

However, with public use come management challenges relating to law

enforcement, resource protection and development and maintenance of facilities. The SNC will work collaboratively with land management agencies and others to address these challenges and to increase the quality and diversity of use and enjoyment of public lands.

Program Action 7

- Action 7.1: Support community efforts to identify specific opportunities for sustainable public use and enjoyment of public lands. This includes conservation and restoration projects that result in public use.
- Action 7.2: Develop and support, in consultation with state and federal land managers, sustainable projects that meet this objective, consistent with the land management agencies' objectives and responsibilities.

NEXT STEPS

The SNC will begin the implementation of this plan upon approval by the Board. Development of program guidelines and performance measures, consistent with the goals and actions identified in this plan will also begin following adoption.

This Strategic Plan will be comprehensively reviewed within five years by the Board, although adjustments to the plan may occur prior to that if warranted because of new information or changing conditions. The Board will also review progress on implementing the plan annually to determine appropriate program adjustments. All changes to the plan will be made through an open, public process.

GLOSSARY

For the purposes of this plan, the following terms have the following meanings:

Adaptive management: design and implement programs in a highly flexible manner, and revise management strategies depending on information gained from continuous monitoring to achieve desired outcomes.

Biofuel: Gas or liquid fuel made from plant material (biomass). Includes wood, wood waste, wood liquors, peat, railroad ties, wood sludge, spent sulfite liquors, agricultural waste, straw, tires, fish oils, tall oil, sludge waste, waste alcohol, municipal solid waste, landfill gases, other waste, and ethanol blended into motor gasoline.

Board: Governing Board of the Sierra Nevada Conservancy

Capacity Building: increasing the ability of a community, local government, or organization, to design, develop and carry out programs or projects.

Carbon sequestration: refers to the provision of long-term storage of carbon in the terrestrial biosphere, underground, or the oceans so that the buildup of carbon dioxide (the principal greenhouse gas) concentration in the atmosphere will reduce or slow. In some cases, this is accomplished by maintaining or enhancing natural processes; in other cases, novel techniques are developed to dispose of carbon.

Conservancy: Sierra Nevada Conservancy

Ecosystem: abbreviation of the term, ecological system; a collection of plants, animals and other living organisms, living together with their environment (including land, water and air) function as a loose unit, a dynamic and complex whole, interacting as an ecological unit.

Fee interest, fee title, fee estate, or fee simple: outright title to, and dominion over, a parcel of land.

Fund: the Sierra Nevada Conservancy Fund, a special fund within the State Treasury for the exclusive use of the Sierra Nevada Conservancy.

Interested Parties: all parties engaged in, interested in, affected by, and/or potential parties to activities of the Conservancy and region including, tribal people, governments, people of all regions, states and nations, private land owners, businesses, watershed councils, non-profits, non-governmental organizations, social and cultural organizations, advocacy groups, fire safe councils, land holding bodies, private associations, educational institutions and others.

Less-than-fee interest in land: an interest in land -- such as an easement, right-of-way, or leasehold -- which is less than the fee title, transferred by the owner of the fee title (or a predecessor) to another party (e.g., an individual, corporation, public entity, etc.)

Living Resources: biological resources, including plants, aquatic life, micro-organisms, birds, reptiles, animals and humans.

Local government: a city, county, district (including fire, water, recreation, park, sanitation, waste disposal and resource conservation districts), or joint powers authority.

Nonprofit organization (Non Governmental Organization): a private, nonprofit organization that qualifies for exempt status, and that has among its principal charitable purposes preservation of land for scientific, educational, recreational, scenic, or open-space opportunities; or, protection of the natural environment, preservation or enhancement of wildlife; or, preservation of cultural and historical resources; or, efforts to provide for the enjoyment of public lands.

Region or Sierra Nevada Region: the area lying within the Counties of Alpine, Amador, Butte, Calaveras, El Dorado, Fresno, Inyo, Kern, Lassen, Madera, Mariposa, Modoc, Mono, Nevada, Placer, Plumas, Shasta, Sierra, Tehama, Tulare, Tuolumne, and Yuba, which is more specifically described in Public Resources Code section 33302(f), and excluding both of the following: (1) The Lake Tahoe Region, as described in Section 66905.5 of the Government Code (2) The San Joaquin River Parkway, as described in Public Resources Code section 32510. The region includes the mountains and foothills of the Sierra Nevada range, and certain neighboring areas including the Mono Basin, Owens Valley, the Modoc Plateau and a part of the southern Cascade region including the Pit River watershed.

Riparian: Areas adjacent to rivers and streams. Usually referred to when discussing animals and plants that require this type of environment to survive.

Shoulder Season: Refers to seasons on either side of high visitation seasons in communities with a strong tourism economy.

Subregions: the six subregions of the Sierra Nevada Region, described as follows:

- (1) The north Sierra subregion, comprising the Counties of Lassen, Modoc, and Shasta.
- (2) The north central Sierra subregion, comprising the Counties of Butte, Plumas, Sierra, and Tehama.
- (3) The central Sierra subregion, comprising the Counties of El Dorado, Nevada, Placer, and Yuba.
- (4) The south central Sierra subregion, comprising the Counties of Amador, Calaveras, Mariposa, and Tuolumne.
- (5) The east Sierra subregion, comprising the Counties of Alpine, Inyo, and Mono.
- (6) The south Sierra subregion, comprising the Counties of Fresno, Kern, Madera, and Tulare.

Sustainable: an activity that can be repeated over a long period of time without causing damage to the environment or the community.

Sustainable Development: development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Tribal organization: an Indian tribe, band, nation, or other organized group or community, or a tribal agency authorized by a tribe, which is recognized as eligible for special programs and services provided by the United States to Indians because of their status as Indians and is identified on pages 52829 to 52835, inclusive, of Number 250 of Volume 53 (December 29, 1988) of the Federal Register, as that list may be updated or amended from time to time.

Watershed: an area of land that is drained by a single stream or river. Smaller stream-based watersheds nest within larger river-based watersheds.

Wildland-Urban Interface: Where houses and other human development meet or intermingle with wildland vegetation and wildfire poses a significant risk to human lives and structures.

Working landscapes: lands producing goods and commodities from the natural environment (most commonly farms, ranches and forests). For many communities, these lands are an important part of the local economy, culture and social fabric.

List of Appendices

Appendix A: Methodology Statement – Internal Planning Process

Appendix B: Summary of Agency Duties and Authorities

Appendix C: Summary of 2005 Community Meetings

Appendix D: Summary of 2006 Community Meetings

Appendix A: Methodology Statement – Internal Planning Process

This draft Strategic Plan was prepared in accordance with the California State Department of Finance Strategic Planning Guidelines. The planning format calls for high-level goals and objectives instead of detailed program area goals. The plan is also being prepared in phases to accommodate a need for more program information to develop program guidelines and performance measures. More about the guidelines may be found at <http://www.dof.ca.gov/FISA/OSAE/SPguide.pdf>.

As a new organization the Conservancy was fortunate to receive information from a variety of government agencies, nonprofit organizations and businesses. Many of the materials provided were incorporated in part or in whole in the Organizational Assessment and to prepare the program and goal statements. Where direct quotes were used we attempted to provide the source document and also wish to acknowledge the many approaches and concepts graciously provided for this review by others.

The general public provided ideas for use in developing a plan during testimony at Conservancy Board meetings, with written submissions, and during public workshops conducted in the region in 2005. This July 2006 version of the document incorporates information gathered from those meetings and submissions and additional input generated at public meetings held in the region during April and May 2006, written submissions on the April and June 2006 drafts, and direction from the Board provided at the June 1, 2006, meeting.

Appendix B: Summary of Agency Duties and Authorities

Overview

The Laird-Leslie Sierra Nevada Conservancy Act authorizes the Sierra Nevada Conservancy to “carry out projects and activities to further the purposes of this [Act] throughout the [Sierra Nevada] Region.” The Act directs the Conservancy to “make every effort to ensure that, over time, Conservancy funding and other efforts are spread equitably among each of the various subregions and among the state goal areas.” (Section 33341).¹⁰

The Act envisions the Conservancy will conduct its program “in cooperation with local governments, private business, nonprofit organizations, and the public” (Section 33301(d)).

Under the Act, the Conservancy has been given various powers and authority in order that it may carry out programs. Some key ones are:

- (1) Grants or loans to eligible entities (people, incorporated business and organizations, etc.);
- (2) Conservancy acquisition of an interest in land from a willing seller;
- (3) Restoration, enhancement, or improvement of land;
- (4) Transfer of an interest in land, e.g., for long-term management; and
- (5) Funding and facilitating collaborative planning efforts which involve interested entities and groups within the region.

In addition, the Conservancy is authorized:

- to provide technical assistance to eligible entities to support program and project development and implementation; and
- to conduct research and monitoring in connection with the development and implementation of the Conservancy’s program.

The Act also contains specific powers and authority relating to Conservancy income and revenue.

The Conservancy’s powers and authority are set forth in Division 23.3 of the California Public Resources Code, and are discussed in more detail below.

Summary by topic

Grants and Loans (Sections 33343-33344)

The Conservancy may make grants or loans to public agencies, nonprofit organizations, and tribal organizations, in order to carry out the purposes of the Act. Conservancy grants or loans may be awarded for such purposes as:

- Developing projects and programs which are designed to further the purposes of the Act;

¹⁰ All section references are to the California Public Resources Code.

- Acquiring interests in real property, including both fee interests (absolute title) and less-than-fee-interests (e.g., conservation easements);
- Planning and designing the restoration, enhancement, or improvement of land;
- Carrying out the restoration, enhancement, or improvement of land;
- Conducting collaborative planning efforts.

Funds may be distributed only after the intended recipient enters into an agreement with the Conservancy. The Conservancy may require repayment of grant or loan funds and outlined conditions as appropriate. After approving a grant, the Conservancy may assist the grantee in carrying out the purposes of the grant.

Grants for acquisition of real property, and applications for such grants, are subject to various conditions. An entity that receives a grant or loan for acquisition of real property must provide for management of the acquired property.

Acquisition and Management of Interests in Land (Sections 33347 and 33349(a))

The Conservancy is authorized to acquire – but only from willing sellers or transferors – an interest in land, in order to carry out the purposes of the Act. However, the Conservancy may not purchase a fee interest (absolute title) in land, and it may not exercise the power of eminent domain (condemnation). If the Conservancy plans to buy an interest in a lot or parcel of land and it is appraised at more than a set amount (currently \$250,000), the acquisition must be reviewed by the State Public Works Board.

The Conservancy must “take whatever actions are reasonably necessary and incidental to the management of lands or interests in lands under its ownership or control.” For that reason the Conservancy is allowed to make management agreements for the lands with public agencies as well as private parties.

Restoration, Enhancement, or Improvement of Land (Section 33349(b))

The Conservancy may “improve, restore, or enhance lands for the purpose of protecting the natural environment, improving public enjoyment of or public access to public lands, or to otherwise meet the objectives of this [Act],” and to “carry out the planning and design of those improvements or other measures.”

Transfer of Interests in Land (Section 33348)

The Conservancy may “lease, rent, sell, exchange, or otherwise transfer” interests in real property including vested rights which are severable from the property (sometimes known as “transferable development rights”).

Funding / Facilitating Collaborative Planning Efforts (Section 33346(a))

The Conservancy may provide funds to facilitate collaborative planning efforts within the region.

Other Activities (Sections 33346(b) and 33351)

The Conservancy “may provide and make available technical information, expertise, and other non-financial assistance to public agencies, nonprofit organizations, and tribal organizations as it relates to its mission.

The Conservancy may also expend funds to conduct research and monitoring, in connection with the development and implementation of its program.

Consultation and Coordination (Section 33342)

The Conservancy shall cooperate and consult with the city or county, as the case may be, where a grant is proposed or an interest in real property is proposed to be acquired, and, as necessary and appropriate with a public water system. The Conservancy must also coordinate its efforts, as necessary or appropriate, with those of other State agencies,

Income and Revenue (Sections 33346.5 and 33352-33355)

The Conservancy may receive gifts, donations, bequests, subventions, grants, rents, royalties, and other assistance and funds from public and private sources. Assistance received in this manner may include interests in real and personal property. SNC may also fix and collect fees for direct services which it renders, provided that the service is rendered at the request of the individual or entity receiving the service. The Conservancy may not charge more than the reasonable cost of providing the service.

All income from any source (including the proceeds from the transfer of any interest in land) is to be deposited in the Sierra Nevada Conservancy Fund, a separate fund within the State Treasury. The Legislature must authorize all expenditures from the Fund. The Fund can only be used for the purposes of the Act.

Specifically Prohibited Activities (Sections 33347(c) and 33356)

The Conservancy may not exercise any of the following powers:

- Powers of a city or county to regulate land use.
- Any other powers to regulate activities on land (except when acting as the owner of an interest in the land, or under an agreement or other grant of authority from the owner of an interest in the land).
- Any powers over water rights held by others.
- Power of eminent domain (condemnation).

Appendix C: Project Suggestions from 2005 Community Meetings.

Community Well-being

- Funding for easements
- Housing affordability/availability
- Need for community centers
- Access to Information Technology/Communications (high-speed internet, teleconferencing, etc.)
- Access to health care, improve health care
- Public transportation
- Preservation of cultural resources
- Preservation of historical buildings and settings
- Resource related activities/jobs creation (e.g.: biomass)
- Retaining community/historic character
- Encouraging of the arts in the region
- Assist local governments in land use planning efforts
- Assist communities with infrastructure needs (e.g.: water and wastewater systems)
- SNC to “buy local”
- Tribal rights and tourism
- Economic development for youth
- Promote small businesses
- Planning for new airport
- Preserve small communities

Tourism/Recreation

- Agricultural tourism
- Assist businesses and community in promotion of tourism
- Working landscapes tourism
- Historical tourism
- Ecotourism
- ADA compliant facilities
- Hunting and fishing opportunities
- Interpretative scenic byways
- Internet access to tourism/recreation opportunities in region
- Conversion of older infrastructure for recreational opportunities
- Assist state and federal agencies in increasing public access
- Develop visitor centers
- Balance recreational opportunities and resource development
- Assist with railroad trails, bike and walking trails

Resource Protection

- Assist in land use planning efforts of local governments
- Promote forest health
- Sustainable forestry
- Fuels reduction/fire safe activities
- Technical assistance and scientific data
- Land swap opportunities
- Environmental education
- Critical acquisitions
- Use of conservation easements for habitat protection and open space preservation
- Funding for public lands maintenance and improvements
- Water quality projects - build and clean community water systems
- Watershed management and river restoration
- Air quality projects

Education, Communication, Data Acquisition and Dissemination

- ID Native American archeological and cultural resources
- Compile project examples from other conservancies
- Provide technical assistance for grant writing, etc.
- Provide a neutral forum for policy discussions
- Facilitate necessary research and monitoring

Appendix D: Summaries from 2006 Strategic Plan Community Meetings

Introduction

In early 2006, the Sierra Nevada Conservancy initiated a strategic planning process. The preliminary draft of the Strategic Plan incorporated elements required by statute, as well as input received through numerous letters, reports and Community Forums conducted in 2005. Following the release of the preliminary draft plan, region-wide workshops were conducted to collect input and comments on refining specific elements of the Strategic Plan. These were held in each of the Conservancy six sub-regions during April and May of 2006. Participants were asked to comment on:

- Vision, Mission, and Guiding Principles
- Organizational Goals
- Program Areas

An overview of the meeting highlights from each session follows. The summaries provide an overview of issues discussed at the session. The section captioned “new insights” within each section summarizes concepts and issues expanded or articulated differently than in other subregional meetings.

Jackson Workshop – April 25, 2006

Vision, Mission, Principles

■ Vision

- a. Add “natural resources” (“living resources” is not clear)
- b. Make more active, less passive; more motivating, less abstract
- c. Add “economic vitality” to last sentence

■ Mission

- a. Create/maintain balance between multiple (potentially competing) objectives
- b. Identify who “other interested parties” are – State and federal agencies, non-government organizations, and the public (throughout entire Strategic Plan)
- c. Make more active, the mission should include “protect”

■ Principles

- a. Be clear about SNC’s role and how it relates to local organizations and communities (regulatory v. advisory; does it own or manage land?)
- b. Working with Others – add NGOs, private interests, and the public
- c. Grassroots/local approach emphasized

II. Organizational Goals

■ Effective Organization

- a. Coordination across regions, agencies, and organizations is important
- b. Local liaison/presence/contact is needed
- c. Empower and work with local efforts

■ Use and Share Reliable Information

- a. SNC as clearinghouse
- b. Set standards for data reliability; standardize data collection

- **Increase Knowledge and Capacity**
 - a. Use and develop models based on actual data to make projections
- **Balanced Portfolio**
 - a. Change this title to something about Measuring and Monitoring
 - b. Emphasize public and private organizations
 - c. Make sure that indicators are “measurable and appropriate”
- **Funding**
 - a. Grant programs and applications should be user-friendly, easy to understand

III. Program Goals

- **Priorities**
 - a. Some advocated economic goals (new business and new dam construction), others advocated environmental goals (resource protection, rural quality of life)
 - b. Working landscapes, tourism and recreation, and the regional economy are all connected to protection of natural resources.
- **Program Actions and Approach**
 - a. Focus on community priorities and specific opportunities
 - b. Provide greater detail about programs – make goals stronger
 - c. Include public education and awareness as a goal (out of classroom educational opportunities for children, more interpretive spots for adults, convey local history to visitors)
 - d. Tourism and recreation goals need to address more than increasing visitor use (assess recreation assets, needs, and current level of use; increase the quality and variety of experiences; better manage current recreational use and public lands)
 - e. Link regional economy and tourism opportunities (agri-tourism and environmental tourism; commercially-based recreation access projects)

New Insights

I. Vision, Mission, Principles

- a. Vision: energize vision with a kick-off demonstration project
- b. Mission: local government includes school districts

II. Organizational Goals

- a. Organization: Some goals are long-term, some already completed – create a timeline
- b. Data: Use and develop models based on actual data to make projections
- c. Data: Indicators of well-being index should track jobs, housing balance, oak woodlands conversion
- d. Data: Need more information about groundwater in foothills

III. Program Goals

- a. Discuss quality of life in local communities – health and fitness (including addressing childhood obesity), safe places for recreation, and work/home settings
- b. Link land use planning to working landscapes and natural hazard areas

I. Vision, Mission, Principles

■ Vision

- a. Add “natural resources”, emphasize wildlife and wildlife habitat
- b. Add “working waterscape”
- c. Stronger language on protection and importance of resources for the State

■ Mission

- a. “Other interested parties” seems to ignore the importance of NGOs, community organizations, and private interests in resource conservation – call out
- b. Facilitate collaboration and improved relations among Sierra Nevada stakeholders for seamless management and regional approaches

■ Principles

- d. Create effective network to collect and share information
- e. Emphasize involvement of local groups acting in concert with gov’t. agencies
- f. Specify how public participates in process, seek out input and information
- g. Education is important – interpretive signs and outreach to public and youth

II. Organizational Goals

■ Effective Organization

- a. Need to have a local presence, be innovative – use existing organizations to augment SNC resources; need reliable 2-way communication
- b. Significant community involvement in setting priorities, create a very transparent culture built on equity and collaboration; continually seek public input
- c. Provide definition of terms used in the Strategic Plan

■ Use and Share Reliable Information

- a. Improve uniformity of data collection, create effective network to collect and share information (consolidate data within a single clearinghouse)
- b. Define terms and what is included in various assessments; define “better” decision-making – what decisions?

■ Increase Knowledge and Capacity

- a. Create/maintain a database to catalogue all trails, improvements, unique locations to track progress/useful application of program

■ Balanced Portfolio

- a. Clarify purpose and content of index, include a full spectrum of indicators

■ Funding

- a. Grant guidelines should be simple, transparent, and equitable

III. Program Goals

■ Priorities

- a. Air and water are most important

■ Program Actions and Approach

- a. Work with local groups, help organize and facilitate better relations of agencies and community groups; local input into federal plans
- b. Education on the value and conservation of resources and public land; discuss threats – loss of working lands, habitat; use interactive websites; educate visitors

- c. Goals 2.4, 2.5 – Include communities and non-profit organizations (NGOs, local conservation groups, community economic development councils, etc.)
- d. Goal 4 – Funds should go more to on-the-ground efforts (treat landscape and vegetation to reduce fire hazards) and less to research
- e. Protect working landscapes and unique business community that exists in region; natural resources are basis for regional economy

New Insights

I. Vision, Mission, Principles

- a. Make vision and mission shorter, more personal; should be easy to memorize and quote
- b. Include soil, along with air and water in the vision
- c. Collaboration across management boundaries to create “green infrastructure”
- d. Look at other conservancies (e.g. Appalachian Conservancy) for models
- e. Consider aesthetic quality along with economic and environmental goals
- f. Remove “sound” from sound science

II. Organizational Goals

- a. Include education and preservation regarding cultural resources
- b. Goal 1.1 – Would be good to use “green” building accessible by public transportation, biking, foot

III. Program Goals

- a. Program Priorities – Recognize unique differences and values of valley, foothills, and mountains for all sub-regions
- b. Anticipate and respond to climate change and changing conditions
- c. Add goal directed at maintaining a healthy ecosystem and wildlife habitat; prevent introduction of invasive, non-native species
- d. Add program goal to preserve “Working Waterscapes”
- e. Include land use planning for Goals 3 and 4.2
- f. Assist communities with visioning; promote clean transportation, reduction of sprawl, and other methods for cleaner air and healthier, more walkable development
- g. Goal 1 – Reach out to non-traditional groups; emphasize diversity of users

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| Nevada City Workshop – May 10, 2006 |
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I. Vision, Mission, Principles

■ Vision

- a. Add “natural resources” (“living resources” is not clear)
- b. Make more active, less passive; more motivating, less abstract
- c. Add “economic vitality” to last sentence

■ Mission

- a. Create/maintain balance between multiple (potentially competing) objectives
- b. Identify who “other interested parties” are – State and federal agencies, non-government organizations, and the public (throughout entire Strategic Plan)
- c. Make more active, the mission should include “protect”

■ Principles

- a. Be clear about SNC’s role and how it relates to local organizations and communities (regulatory v. advisory; does it own or manage land?)
- b. Working with Others – add NGOs, private interests, and the public
- c. Grassroots/local approach emphasized

II. Organizational Goals

■ Effective Organization

- a. Coordination across regions, agencies, and organizations is important
- b. Local liaison/presence/contact is needed
- c. Empower and work with local efforts

■ Use and Share Reliable Information

- a. SNC as clearinghouse
- b. Set standards for data reliability; standardize data collection

■ Increase Knowledge and Capacity

- a. Use and develop models based on actual data to make projections

■ Balanced Portfolio

- a. Change this title to something about Measuring and Monitoring
- b. Emphasize public and private organizations
- c. Make sure that indicators are “measurable and appropriate”

■ Funding

- a. Grant programs and applications should be user-friendly, easy to understand

III. Program Goals

■ Priorities

- a. Some advocated economic goals (new business and new dam construction), others advocated environmental goals (resource protection, rural quality of life)
- b. Working landscapes, tourism and recreation, and the regional economy are all connected to protection of natural resources.

■ Program Actions and Approach

- a. Focus on community priorities and specific opportunities
- b. Provide greater detail about programs – make goals stronger
- c. Include public education and awareness as a goal (out of classroom educational opportunities for children, more interpretive spots for adults, convey local history to visitors)
- d. Tourism and recreation goals need to address more than increasing visitor use (assess recreation assets, needs, and current level of use; increase the quality and variety of experiences; better manage current recreational use and public lands)
- e. Link regional economy and tourism opportunities (agri-tourism and environmental tourism; commercially-based recreation access projects)

New Insights

I. Vision, Mission, Principles

- a. Vision: energize vision with a kick-off demonstration project
- b. Mission: local government includes school districts

II. Organizational Goals

- a. Organization: Some goals are long-term, some already completed – create a timeline
- b. Data: Use and develop models based on actual data to make projections
- c. Data: Indicators of well-being index should track jobs, housing balance, oak woodlands conversion
- d. Data: Need more information about groundwater in foothills

III. Program Goals

- a. Discuss quality of life in local communities – health and fitness (including addressing childhood obesity), safe places for recreation, and work/home settings
- b. Link land use planning to working landscapes and natural hazard areas

I. Vision, Mission, Principles

■ Vision

- a. Add “natural resources” (“living resources” is not clear)
- b. “thriving places” should say “thriving environment”
- c. include employment opportunities

■ Principles

- a. Working with Others – add NGOs, private interests, and the public
- b. Change “sound science” to “peer reviewed science,” science should be credible

II. Organizational Goals

■ Effective Organization

- a. Actively interact and participate with local agencies and programs (county councils, fire safe programs, NEPA/CEQA processes)
- b. Hire exceptionally competent staff

■ Use and Share Reliable Information

- a. Proactive outreach and communication; don’t rely on web and mail

■ Increase Knowledge and Capacity

- a. Reach out to existing organizations for information gathering and assistance

■ Balanced Portfolio

- a. Develop benchmarks; third-party monitoring

■ Funding

- a. Continuously expand reliable funding sources
- b. Clearing house for grants; streamline the funding and application process

III. Program Goals

- a. Work with existing organizations and local landowners
- b. Goal 1: Tourism should be sustainable, low impact (non-degrading)
- c. Goal 2 and 5: Include watershed education; develop a management policy for water
- d. Goal 6: include private sector encouragement (marketing, tax incentives, startup); need economic reason for project success; need infrastructure to buy local

New Insights

I. Vision, Mission, Principles

- a. Vision: energize vision with a kick-off demonstration project
- b. Vision: “sustainable natural processes” instead of “well managed public lands”
- c. Mission: local government includes school districts
- d. Principles: Some regions have little political clout; often impacted by the choices of others; have been short-changed on past bonds – help balance

II. Organizational Goals

- a. Organization: need balance of input from private industry and business – reach out to overlooked organizations (e.g., Christmas tree association)
- b. Data: assessments will be defined by resources and problems of interest – define boundaries for regional assessments
- c. Data: effective and cost-efficient technical review of proposals and information is critical – include citizens and staff on technical review board

III. Program Goals

- a. Develop short-term and long-term strategy for program goals
- b. Assist agencies in implementation of the Healthy Forest Restoration Act

- c. Coordinate public and private fire plans with county fire plans

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| Mammoth Workshop – May 23, 2006 |
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I. Vision, Mission, Principles

■ **Vision**

- a. Replace generic language by describing what makes the Sierra different, unique
- b. Use stronger verbs throughout, refer to sustainable ecosystems throughout
- c. Add “economic vitality” to last sentence

■ **Mission**

- a. Include references to cultural resources
- b. Identify “other interested parties,” add NGOs throughout
- c. Focus on measurable and tangible results

■ **Principles**

- a. Funding system should create collaboration and not a competitive system
- b. Keep it simple

II. Organizational Goals

■ **Effective Organization**

- a. Need project goals within first 2 years, not just staff and office
- b. Determine staffing and volunteer needs

■ **Use and Share Reliable Information**

- a. Terms need definition throughout, be more specific

■ **Increase Knowledge and Capacity**

- a. Education component should include outreach to all ages
- b. Education and advocacy to areas outside of the Sierra, where votes and money are
- c. Add economic, cultural, historical to list in index

■ **Balanced Portfolio**

- a. Define “fair” distribution
- b. Provide a strong element of accountability back to communities

■ **Funding**

- a. Get information out to public
- b. Collaborate to advocate for funding for the Sierras

III. Program Goals

■ **Priorities**

- a. Tourism, protection of resources, and public lands are interrelated

■ **Program Actions and Approach**

- a. Integrating all program areas is what is going to work – generate creative synergy
- b. Tourism infrastructure needs to meet existing (then future) demand
- c. Focus tourism on place-based activities that are true to environment, history and culture; promote education and visitor stewardship
- d. Preserve wetlands and water resources
- e. Enhance access, as well as use, to public lands
- f. Streamline permitting for project and enhance planning
- g. Shift from extraction-based to sustainable economy; nurture local entrepreneurs

New Insights

I. Vision, Mission, Principles

- a. Healthy communities tie to the concepts of sustainability and diversity
- b. Communities “prepared for” natural disasters, instead of “protected from”
- c. Include workforce housing
- d. Collaboration and cooperation with “and among”
- e. Residents take leadership, accountability and participate

II. Organizational Goals

- a. Outreach: Need outreach to different cultures and communities
- b. Build creative tension to break down “silo” (separate interest) thinking
- c. Decisions and information in a timely manner; short deadlines are difficult in rural areas

III. Program Goals

- a. Do No Harm – no implementation of one program to detriment of others
- b. Global warming should be woven throughout program goals
- c. Restoration projects should have stand alone priorities (e.g.. invasive weeds)

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| Alturas Workshop – May 25, 2006 |
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I. Vision, Mission, Principles

■ Vision

- a. Integrate environment and economy – create balance between protection, enhancement and use of resources
- b. Add: healthy and diverse landscapes that are sustained over time; protected wildlife habitat and ecosystems; recreational diversity
- c. Need better words than “thriving place” and “living resources”

■ Mission

- a. After local government, add “Tribes” and “other resource agencies”
- b. Say “support AND COMMUNICATE efforts...”

■ Principles

- a. Clarify that “local governments” includes governments besides counties
- b. Include NGOs
- c. Stress the statewide value of the Conservancy

II. Organizational Goals

■ Effective Organization

- a. Finalize staffing and hiring to implement other organizational goals
- b. Maintain strong local presence in communities
- c. Need effective organization; improve public outreach through multiple media

■ Use and Share Reliable Information

- a. Utilize existing information already developed, so that funds go to projects
- b. Improve existing information on state of Sierra water

■ Increase Knowledge and Capacity

- a. Instead of new assessment, look at SNEP and how it may assist SNC

■ Balanced Portfolio

- a. Need guidelines for equitable distribution of funds
- b. Be inclusive in developing index – include a broad range of associations, groups, and others

- **Funding**

- a. Accountability – maintain open financial records
- b. Create database of grant sources to match with projects
- c. Establish a permanent funding source (legislative guarantee)

III. Program Goals

- **Priorities**

- a. Priorities for this area emphasize working landscapes, preparedness for natural disasters, and regional economies
- b. Priorities for the overall region are smart growth, air quality and water supply

- **Program Actions and Approach**

- a. More than protection from natural disasters – preparedness; include county government and local landowners; use local wildfire protection plans
- b. An economic foundation is needed to support tourism; work to attract clean, outside industries
- c. Regional economy needs to address community infrastructure (education, health care); transportation access for all, including elderly and handicapped
- d. Include public education and awareness as a goal (for public, kids, visitors) convey local history to visitors)
- e. Look at programs that would enhance storage and supply of water (e.g. dams) – water supply is a crucial issue
- f. Explore non-traditional economic opportunities from working landscapes, find an economic use for juniper (ethanol, furniture, etc.)
- g. Add “provide services in collaboration, dispute resolution, etc. so that work can get done on the ground to meet vision”

New Insights

I. Vision, Mission, Principles

- a. Include social aspects of communities (education, healthcare, transportation)
- b. For implementation, weigh the value of single-benefit projects so that they can be a program priority

II. Organizational Goals

- a. Need project and program monitoring:
 - Was environment enhanced?
 - Did tourism spending increase?
- b. Look at historical funding statewide over the last 10 years and distribute new funding to under-funded areas.

III. Program Goals

- a. Need different approach to wildfire management on east side of region (different ecosystem); wildfire results in ecosystem being replaced by different plant species
- b. Electronic bulletin board with notification of Sierra activities (festivals, Creek Days, etc.)

Anticipating adoption of the Sierra Nevada Conservancy's (SNC) Strategic Plan, staff has prepared an Action Plan for efficient and timely implementation of Strategic Plan elements. The 2006-07 SNC Action Plan (attached) is intended to guide the activities of the organization in implementing the Strategic Plan and carrying out other duties necessary to meet our mission over the next 12 months. The Action Plan calls for the SNC to begin providing a variety of assistance and support in the region, conduct necessary assessments of need, identify necessary information, identify sub regional priorities and project opportunities, develop program guidelines and conduct relevant planning efforts. Implementation of the Action Plan will also assure that the SNC is well positioned in anticipation of potential bond funding in future fiscal years.

A total of 53 specific action items are identified in the SNC Action Plan; 17 action items are identified as Organizational Strategic Goals and the remaining 36 are associated with Programmatic Goals. The Organizational Goals either have specific timelines or are ongoing activities. Successfully achieving the Organizational Goals will be given an immediate high priority as these actions are essential to carrying out a successful program. These include steps necessary to create a successful organization (hiring of staff, establishment of satellite offices, development of tracking systems, identifying funding needs, etc.) as well as completing various assessments and plans.

The Programmatic Goals identify a series of actions for which specific timeframes have not been established. The next phase in the Program area, as identified in the Action Plan, will provide greater specificity, identify sub regional priorities and opportunities and create program guidelines. During the course of this process, timeframes will be established, as will performance measures for the Programmatic actions. SNC staff will continue to collaborate with the full range of stakeholders, treating the program goals as an interrelated set of activities, rather than individual programs. Staff will also seek sub regional perspectives as well as identify and utilize specific expertise, experience and knowledge on the various program areas within the region and the state.

The SNC is committed to conducting business in a collaborative, partner-building manner and we will continue to maintain open communications with interested parties throughout the region. Additional public meetings throughout the region will be planned as part of the process. Easy access to information relating to the implementation process and progress for will be provided on the SNC website. In addition, regular Action Plan updates will be provided to the Board at board meetings.

Recommendation:

Adopt 2006-07 Action Plan and authorize staff to take actions necessary to successfully implement it.

Sierra Nevada Conservancy

Action Plan

July 2006 – June 2007

SIERRA NEVADA CONSERVANCY

OVERALL BUDGET

July 20, 2006

THE FIRST YEAR 2005-06

\$ IN THOUSANDS

AUTHORIZED BUDGET

\$3,600

FUNDS REAPPROPRIATED TO 2006-07

-\$276

FUNDS AVAILABLE FOR EXPENSES

\$3,324

SIGNIFICANT ACCOMPLISHMENTS:

HEADQUARTERS OFFICE \$115

CONSULTING AGREEMENTS 750

REGIONAL OFFICE 225

EQUIPMENT/VEHICLES 350

STAFF & OPERATING EXPENSES \$600

TOTAL 2005-06 FISCAL ACTIVITIES

-\$2,040

PROJECTED UNEXPENDED BALANCE JUNE 30, 2006

\$1,284

SECOND YEAR BUDGET 2006-07

AUTHORIZED BUDGET

\$3,662

FUNDS REAPPROPRIATED TO 2006-07

\$276

SIGNIFICANT EXPENSES ANTICIPATED

\$3,938

CONSULTING AGREEMENTS \$1,400

FACILITIES OPERATIONS 400

EQUIPMENT/VEHICLES 350

STAFF & OPERATING EXPENSES \$1,788

TOTAL 2005-06 FISCAL ACTIVITIES

\$3,938

PROJECTED UNEXPENDED BALANCE JUNE 30, 2007

\$0

Organizational and Staffing Overview

In order to successfully implement the Action Plan, the SNC will use a combination of full time staff, retired annuitants and consultants. We also hope to receive assistance from a variety of state, federal and local agency partners. The SNC will also work with non-governmental partners in gaining assistance, information and expertise.

The Executive Officer is primarily responsible for overseeing the effective completion of the Action Plan. The Program Manager (Bob Kingman) will have responsibility for coordinating and monitoring implementation of the Action Plan. All SNC staff will consider the implementation of the action plan as a top priority.

Progress on implementing the Action Plan (and the Strategic Plan) will be regularly reported on the SNC website. It is anticipated that a mid fiscal year report will be given to the Board at the December board meeting and a year end summary at the July 2007 board meeting.

The Process

The SNC will work collaboratively with a wide range of partners in carrying out the actions called for in the Action Plan. It is anticipated that numerous meetings will be held throughout the region, assuring ample opportunity for area residents to participate. It is also anticipated that outreach efforts in the state's major metropolitan areas will occur in order to assure that these areas recognize the important benefits that accrue from the region.

Organizational Strategic Goals

The attached summary of actions identifies those items that will be addressed in the last half of 2006 and the first half of 2007, as well as those that are ongoing. The SNC will collaborate with interested parties in implementing these goals.

Program Goals

The 36 actions called for in the program goals do not have specific timelines associated with them. SNC staff will work with interested parties in developing appropriate plans for each action, including timelines as appropriate. The development of program guidelines consistent with the Actions will be the primary manner in which specifics are developed.

Generally, sub regional meetings and discussions will continue to focus on the full range of program goals emphasizing the importance of viewing them as "a program" rather than 7 separate goals. This will allow community input on specific activities and priorities for each sub region, recognizing the interrelationship between the various program areas.

In addition, it is anticipated that advisory groups will be formed to focus on the various program areas. Any interested party may participate, with the goal being to create opportunities for the SNC to benefit from the experience, expertise and knowledge that exists in the region and throughout the state.

Sierra Nevada Conservancy

Strategic Plan Actions

Fiscal Year 2006-07

Organizational Strategic Goals

July 06 – January 07

- Establish the SNC interim headquarters in Auburn (April 2006).
(Complete)
- Identify and make available access to key federal, state and local plans and other documents affecting the region to be considered in the development of program guidelines and priorities (June 2006 - Ongoing).
(Completed)
- Conduct an informational needs assessment of governmental agencies, non-governmental organizations, private landowners, educational institutions, and other interested parties, to determine existing relevant information relating to SNC's mission, significant information gaps and potential sources of new information. In doing so, the SNC will build upon and enhance existing information infrastructure (January 2007).
- Conduct a regional assessment to determine existing and potential regional and community education, shared learning and research projects that the SNC can support and enhance (January 2007).
- Develop a program activity tracking system to ensure equitable distribution, over time, of resources across the region, subregions and programs recognizing the need to act based on opportunity, available funding and regional differences (January 2007).
- Develop and communicate funding needs of the region to the public, SNC partners, and decision makers at all levels (Ongoing, initial needs assessment January 2007).

January 07- July 07

- Develop, in collaboration with other organizations, environmental, economic and social well being indices to monitor the progress in the various program and geographic areas. The indices will identify the key indicators to be monitored and measured and clearly identify performance standards (July 2007).

- Determine location of a permanent headquarters location that will meet the SNC's needs and add economic value to the community (July 2007)
- Establish satellite office locations based on available staff and resources and operational needs (July 2007).
- Assess preferred dissemination methods, technological needs and data limitations of SNC partners. Develop overall data acquisition and, dissemination requirements and a strategy to address SNC statutory and organizational needs, with an emphasis on improving communities' ability to access and use information (July 2007).
- Based on this assessment and the information technology assessment, work with communities to develop a plan to address technological, communication, and technical assistance needs (July 2007).
- Develop an education and communication plan to support increased understanding of the importance of the Sierra Nevada within the region and throughout the state (October 2007).
- Leverage and improve funding options and opportunities by identifying and communicating potential funding sources to those engaged in project activities consistent with SNC's mission (Ongoing, with an initial inventory of funding sources by October 2007).

Ongoing

- Ensure an open and transparent decision-making process by adopting understandable rules, guidelines, and procedures for SNC business.
- Conduct an ongoing robust public outreach and feedback program within the region and in other key geographic areas important to the success of the program.
- Support integrated regional and sub regional planning efforts, consistent with the SNC's mission.
- Identify and secure additional opportunities for stable funding for the SNC from all sources.

Programmatic Goals

The programmatic goals identify a series of actions for which specific timeframes have not been established. The next phase in the Program area, as identified in the Action Plan, will provide greater specificity, identify sub regional priorities and opportunities, and create program guidelines. During the course of this process, timeframes will be established, as will performance measures for the Programmatic actions. SNC staff will continue to collaborate with the full range of stakeholders, treating the program goals as an interrelated set of activities, rather than individual programs. Staff will also seek sub regional perspectives as well as

identify and utilize specific expertise, experience, and knowledge on various program areas within the region and the state.

While most of the Program Goals are expected to be ongoing in nature and subject to annual review, there are approximately ten (10) that have identifiable deliverable products, such as lists, studies, and inventories. Staff will be analyzing opportunities to coordinate work in all goal areas to maximize possibilities for shared benefits and will also be developing implementation schedules. Work to be completed on the Organizational Goals is expected to greatly advance progress in completing a number of Programmatic Goals. Staff anticipates presenting a more refined schedule for implementation of Programmatic Goals and deliverables at the Board's October meeting.

Program Goal 1: Tourism and Recreation

Provide Increased Opportunities for Tourism and Recreation

Program Action 1

- Action 1.1: Identify top priority tourism and recreational opportunities, including those in non-traditional activities such as eco-tourism, agri-tourism and heritage related tourism. Promote opportunities consistent with the integration of environmental, economic and social benefits.
- Action 1.2: Develop and make available a comprehensive guide to recreational and tourism opportunities in the Sierra, in cooperation with other organizations within the region.
- Action 1.3: Identify funding sources relative to tourism and recreation that may be utilized to complement the SNC activities in order to achieve objectives.
- Action 1.4: Develop and make available a list of resources, consultants, organizations, etc. with skills, expertise and knowledge to assist communities with projects consistent with this goal.
- Action 1.5: Identify and promote opportunities to enhance recreational and tourism activities in the non-peak and "shoulder" seasons.
- Action 1.6: Provide opportunities on public lands through increased management capabilities and new trails and access.
- Action 1.7: Promote opportunities on private land by supporting resource and amenity conservation and restoration projects associated with private creation of recreational use.

Program Goal 2: Physical, Cultural, Archaeological, Historical, and Living Resources

Protect, Conserve, and Restore the Region's Physical, Cultural, Archaeological, Historical, and Living Resources

Program Action 2

- Action 2.1: Identify priority projects, partners and mechanisms, that protect, conserve and restore physical and natural resources, watersheds, wildlife habitat and other living resources.
- Action 2.2: Identify priority projects, partners and mechanisms that protect, conserve and restore cultural, archaeological and historical resources.
- Action 2.3: Identify critical information needs at the regional and community level to assist in assessing resource protection needs.
- Action 2.4: Identify specific funding sources that may complement the SNC activities in order to achieve program objectives.
- Action 2.5: Develop a strategy to work in partnership with other governmental agencies, non-governmental organizations, and other interested parties to identify information, assistance and resources needed to support community projects that protect, conserve and restore these important assets.
- Action 2.6: Develop a strategy to partner with local governments to identify information, technical assistance and resources that would be of value in local land use decision making.
- Action 2.7: Facilitate and foster good planning and education efforts to protect and enhance ecosystem and watershed health, sustainable working landscapes and economically viable communities.

Program Goal 3: Working Landscapes
Aid in the Preservation of Working Landscapes

Program Action 3

- Action 3.1: Collaborate with governmental and non-governmental partners in identifying willing landowners interested in preserving their working landscapes through conservation easements and similar mechanisms.
- Action 3.2: Identify incentive-based programs (including those complementing and enhancing regulatory efforts) to assist in preserving working landscapes consistent with achieving sustainable environmental protection, natural resource conservation and watershed management objectives.
- Action 3.3: Identify opportunities for more cohesive public and private land management, including “checkerboard” ownership patterns, by identifying and facilitating potential voluntary land exchanges.
- Action 3.4: Identify incentives to private and public landowners to manage the upper watershed to increase natural water storage and groundwater recharge.
- Action 3.5: Facilitate local, regional and state planning to encourage upper watershed conservation efforts that result in increased natural water storage, groundwater recharge and habitat improvement.
- Action 3.6: Provide regional perspective and coordination expertise to help local planning efforts consistent with working landscape goals; assist communities in minimizing adverse impacts of public land management on private working landscapes.

Program Goal 4: Natural Disaster Risks
Reduce the Risk of Natural Disasters, such as Wildfires

Program Action 4

- Action 4.1: Collaborate with state and federal land managers to identify projects and activities that will reduce risks of, and prepare for, natural disasters on public lands.
- Action 4.2: Assist communities in the development and implementation of firesafe community plans, flood prevention and other natural disaster prevention and response community-based plans. Collaborate with local governments and community-based organizations to create incentives for hazard mitigation and disaster planning.
- Action 4.3: Collaborate with federal, state and local fire agencies to identify opportunities for the SNC to assist in risk reduction efforts on private lands.

- Action 4.4: In cooperation with local governments, identify strategies to reduce the wildland-urban interface fire risk created by building structures that are within or encroach upon adjacent wildlands.¹
- Action 4.5: Provide assistance to the Region in the development and implementation of alternative, multi-benefit natural disaster risk reduction programs such as bio-fuel creation.

Program Goal 5: Water and Air Quality

Protect and improve water and air quality.

Program Action 5

- Action 5.1: Identify and support incentive-based programs that complement and enhance regulatory efforts to achieve environmental protection and sustainability goals..
- Action 5.2: Identify and support priority projects aimed at assessing, protecting, and improving watershed health, particularly those that provide multiple benefits.
- Action 5.3: Develop and make available a list of funding sources, resources, consultants, and organizations with skills, expertise and knowledge to assist communities with projects consistent with this goal.
- Action 5.4: Provide incentives for watershed restoration projects resulting in upper watershed health, water quality improvement and water source conservation efforts.
- Action 5.5: Engage in cooperative efforts with agencies and other partners aimed at educating about, planning for and monitoring the effects of climate change on the Sierra Nevada Region. As an example, investigate technology and program options for carbon sequestration.

¹ Where houses and other human development meet or intermingle with wildland vegetation and wildfire poses a significant risk to human lives and structures.

Program Goal 6: Regional Economy

Assist the regional economy through the operation of the Conservancy's program

Program Action 6

- Action 6.1: To the maximum extent feasible, focus the SNC's expenditures and conduct activities within the region, utilizing community businesses.
- Action 6.2: When investing in the SNC's information technology system and other infrastructure, factor in approaches to increase value to the region.
- Action 6.3: Identify resources and assistance that will benefit communities in efforts to improve their economic well-being.
- Action 6.4: Assist in growing and diversifying local economies that are compatible with the area's natural resources, through innovative investments and economic development that are regionally distinctive.

Program Goal 7: Public Lands

Undertake efforts to enhance public use and enjoyment of lands owned by the public.

Program Action 7

- Action 7.1: Support community efforts to identify specific opportunities for sustainable public use and enjoyment of public lands. This includes conservation and restoration projects that result in public use.
- Action 7.2: Develop and support, in consultation with state and federal land managers, sustainable projects that meet this objective, consistent with the land management agencies' objectives and responsibilities.

From: Rivenes [mailto:rivenes@infostations.com]
Sent: Wednesday, June 21, 2006 9:48 AM
To: max@sierranevada.ca.gov
Subject: Strategic Plan Comments

The following sentence under Natural Disaster Risks action item 4.4 in the Sierra Conservancy Plan is very unclear.

"In cooperation with local governments, identify strategies to reduce the presence of the wildland-urban interface 9." 9 Where houses and other human development meet or intermingle with wildland vegetation and wildfire poses a significant risk to human lives and structures. It could mean reduce fuels to the point that there is no difference between the urban and wildlands areas, or it could mean reduce the impact of the WUI on the adjacent wildland areas, by preventing houses sprawling on to the wildland areas.

There will always be an urban-wildland interface, so you will not be able to reduce the presence of the interface, only how it affects fire risk.

The sentence could be reworked to say:

In cooperation with local governments, identify strategies to reduce the wildland-urban interface fire risk created by building structures that are within or encroach upon adjacent wildlands.

Don Rivenes
Nevada City

From: Izzy Martin [mailto:izzy.martin@sierrafund.org]
Sent: Friday, June 30, 2006 12:21 PM
To: max@sierranevada.ca.gov
Subject: Strategic Plan Comments

I want to congratulate you all for doing such a good job in this most recent edition of the Sierra Nevada Conservancy Strategic Plan. This version I believe synthesizes many of the comments and ideas that were raised up through your excellent public outreach and feedback process.

Many of the concerns raised by The Sierra Fund in the first draft have been very thoroughly addressed. There are much richer problem statements, goals and action plans in every Organizational and Program area. Climate change is addressed in many places throughout the document. Regional planning as an important activity is also much more firmly articulated.

Another welcome change includes the discussion of impacts of mining under the discussion of physical resources. The potential hazards of volcanoes, avalanches and earthquakes have also been added.

The Working Landscapes area was generally strengthened in this edition. Adding the problem of the checkerboard in this area was a good idea. You may want to make a similar reference in the public land section as well, as they are the other half of the checkerboard.

I see only three areas where the document generally could be strengthened:

1. Increase Statewide perspective

The document is very vague on how folks outside of the region are to interact with the Conservancy, or be served by its programs. I believe that there needs to be a clearer description of how the agency plans to reach out to engage and serve the rest of the state.

2. Recognize Tribal Government

There are 22 federally recognized tribes as of the year 2000 in the area served by the Conservancy, and dozens more community tribal organizations. It is good that tribal organizations are specifically mentioned under Program Goal 7, Public Lands, Action item 7.3. However, the document needs to reference their role someplace before page 34 under an action item.

3. Clarify Priorities

In every public workshop it was emphasized that natural resource protection is the top priority of the Conservancy. Any program or project of the Conservancy must have as its top priority conservation, restoration and protection of the area, other goals or outcomes are secondary.

Here are my specific comments (presented by page number in the report, and not necessarily in prioritized order):

Page 6, Program Areas and Page 22, Goals

It would be less intrusive if the statement about "using the precise language from the statute and not in priority order" was presented as an asterisk at the bottom of the page.

Page 11, Working with Others

* I think the first bulleted sentence should be slightly edited as follows:

"We emphasize cooperation with local, *tribal*, and other governmental and non-governmental partners...."

Page 14, Positive Signs

What is the data source for the 2002 survey that is cited? (needs a footnote)

Page 17, Agency Goal 1, Create an Effective Organization

I think the discussion needs to reflect that an effective organization will, over time, build responsive communications and feedback programs that include folks both within and outside of the Sierra Nevada.

I think you should add edit Goal 1.4 to "conducting *robust outreach both within the region and in the state's metropolitan areas...*" not using the obtuse language of "other key geographic areas."

Page 25, Program Goal 2, Physical etc Resources

Humans have lived and worked in the Sierra for about 10,000 years -- I think the word "wandered" is awkward. You could put the factoid about the number of tribes in the region under this discussion item.

Page 31, Program Goal 5: Water and Air Quality

Under the discussion on water, the document may want to reference the fact that many of the Sierra hydro dams are under evaluation for re-licensing under the Federal Energy Regulatory Commission. These re-licensing processes are already underway, and will have an important impact on water availability and quality in the region.

Page 36, Glossary,

I think you should add to definition of local government: cities, counties, special districts ***(including fire, water, recreation, park, sanitation, waste disposal and resource conservation districts)*** or joint powers authority.

* Throughout most of the document non-governmental organizations are referred to, rather than Nonprofits. I think that "NGO" should be added under or as part of the Nonprofit organization definition.

Presentation

Finally, I think the document would be greatly strengthened by adding photos of the Sierra (including breath-taking views, people at work on ranches and in the forest, people recreating, historic downtowns, maybe even a fire). There are also lots of incredibly visionary quotes about the Sierra that could be taken from John Muir that could be salted around.

Overall

Thanks for the many opportunities that you have provided for the public to help shape this document. Good luck with your final draft.

Elizabeth "Izzy" Martin
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From: Johnston, Bob [mailto:rajohnston@ucdavis.edu]
Sent: Wednesday, June 28, 2006 9:55 AM
To: max@sierranevada.ca.gov
Cc: Bob Johnston
Subject: Strategic Plan Comments

Jim and Board,

General Comments:

This is much better than the first draft. The natural environmental issues are given a stronger place in the Vision, Principles, and Program Goals. These are clearly the most important long-term and moral problems in this primarily natural system. This document also now recognizes the major problem of suburban and rural growth and its impacts. The data on endemic species begin to illustrate how some irreplaceable critters exist here. I would be more explicit about how, compared to the critters' habitats, timberlands, homesites, and recreation sites all are replaceable with alternatives in the State. The Strategic Plan needs to get more explicit about what resources are irreplaceable and which are not, or its efforts will not amount to much.

The document still suffers from the inability to distinguish important problems from less-important ones. For example, unemployment is not a problem, in that it solves itself through mobility of labor, a principle strongly held by conservatives and liberals. People who live in high unemployment areas do so voluntarily. Fire hazard is a short-term problem, primarily economic, and not a moral issue, since the people are voluntarily submitting themselves and their possessions to this gamble. Including myself on the outskirts of Truckee. On the other hand, climate change, loss of habitats, and other natural systems problems are very long-term and involve grave moral costs, when species are extirpated by our knowing actions. The SNC needs to be clear about the rankings of these problems, or it will be subject to political decisionmaking and lose credibility and support.

Also, the plan still does not discriminate between problems already addressed by government and private institutions and those not. For example, health services and wastewater utilities are already provided by local districts. Internet service, roads, transit, and water systems are also already provided by firms or governments. The SNC does not need to address these "problems," except perhaps to measure the quality of them and to assist in regional joint planning by counties. Likewise, I would also say that affordable housing is not an issue the SNC should address, except in educational ways. Several cities are already working on this problem, such as Truckee and Mammoth. Methods are clearcut under California law and many options exist for local adoption.

Last, the spatial and program equity criterion is really inefficient, in that in all organizations, except legislatures where porkbarreling is the mode of choice, resources are usually directed to the worst problems. So, this might mean funds go to Mono Co. to buy some parcels that are essential to protect some natural system or species, and not to other counties where such a serious problem does not occur. Or, fire hazard prevention through countywide open space planning with strong growth clustering requirements may be a better local program type to fund than, say, the normal firesafe programs, which are too little, too late. Also, funding exemplar programs that will then be copied by other counties should be a consideration.

I suggest criteria ranking problems as to their seriousness in terms of: Irreplaceability of the resource, No organizations effectively dealing with the problem, Collaboration in planning (countywide, multi-county), Exemplar value (pilot project), etc.

Comments on the Program Goals:

1. Tourism. The plan is now better, recognizing the impacts of recreation on the environment. You still need to distinguish areas that can take more visitors and those that can't, such as Tahoe, Yosemite, Truckee, ski areas in winter, etc.
2. Physical/living and human resources. It is good now on the threats of wildfire and of sprawl development. Some good policies, such as 2.1 and 2.7 on protection of nature.
3. Ranches and timberlands. All policies are good.
4. Hazards. Statement OK and policies good, except 4.4 needs to be explicit about clustering development and building real (100m or wider) firebreaks around the projects. CDF cannot protect another 100,000 scattered rural parcels, even if each one is fire safe.
5. WQ and AQ. This section is better now, but needs to address the dam recertifications going on by FERC. These run for 40 years or more and need to account for likely reduced future runoff and reserve enough water for fish and other aquatic species, under low-water assumptions. This is one of the key issues in the Sierra.
6. Economy. Recognizes that the regional economies are dependent on the natural systems, which is good. This section also needs to state that some counties can benefit from faster growth and some cannot, such as Placer, El Dorado, and Nevada.
7. Public lands. Please add the checkerboard issue into the statement and policies. The recognition of the problem of overuse of some areas is good. I'd also state that in the Sierra region logging sales are almost always an economic loss for the nation.

Overall:

I'm worried that the lack of an overall ranking of problems will subject the agency to porkbarrelling by local electeds. From this document, one cannot see any objective method for resource allocation by the SNC.

Bob

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July 3, 2006

Jim Branham
Executive Officer
Sierra Nevada Conservancy
11521 Blocker Drive, Suite 205
Auburn, CA 95603
Submitted via email

RE: Comments on Revised Conservancy Draft Strategic Plan

Dear Jim,

The Mono Lake Committee is pleased to provide comments on the revised Sierra Nevada Conservancy Draft Strategic Plan. Thank you for the excellent and substantial efforts made to incorporate comments into this revised draft.

As you know, the Mono Lake Committee (MLC) is a non-profit citizens' group dedicated to protecting and restoring the Mono Basin ecosystem, educating the public about Mono Lake and the impacts on the environment of excessive water use, and promoting cooperative solutions that protect Mono Lake and meet real water needs without transferring environmental problems to other areas.

We offer one additional comment on the revised draft:

Educational programs, such as those conducted in the field with school children throughout the Sierra, are a valuable way to achieve the Conservancy's vision by involving the next generation in stewardship of the Sierra. Such activities are often part of school curriculum requirements, and what better place to learn about sound stewardship than the mountains, streams, and forests of the Sierra?

MLC believes that environmental education programs operated by counties, non-profits, agencies, and other eligible organizations should be part of the Conservancy's scope of interest; likewise interpretive programs (such as guided walks and educational signs) are also appropriate for the Conservancy. The notes from public meetings on the strategic plan show that similar suggestions were received in Jackson, Exeter, Nevada City, and Mammoth Lakes.

The strategic plan hints at education programs in strategic goal 3; MLC suggests that it would be appropriate to mention these programs directly. Program Goal 2 speaks of promoting ecosystem and watershed health, and of course our actions as residents and visitors are critical to achieving this goal, so MLC suggests that

education be incorporated by adding a program goal 2 action as follows:

Action 2.x

Identify priority projects, partners and mechanisms that educate youth and the public about Sierra ecosystem and watershed health and its importance to all Californians.

Thank you for the opportunity to comment on the revised Draft Strategic Plan. We look forward to seeing the final document.

Sincerely,

A handwritten signature in blue ink, appearing to read 'G. McQuilkin', with a stylized flourish at the end.

Geoffrey McQuilkin
Co-Executive Director